



# City of Cambridge

1999 - 2000

Annual Report

C.R.  
352  
C143ar  
1999-2000



# About Cambridge

Located just across the Charles River from Boston, Cambridge is a city rich in diversity, history and culture. Often referred to as Boston's "Left Bank," Cambridge is a little funkier, a little spunkier, definitely spicier. Cambridge is also a technology and education mecca anchored by two world-renowned universities, Harvard and MIT, and home to a variety of high tech companies.

Founded in 1630 as the first seat of government for the Massachusetts Bay Colony, Cambridge has developed into an international community merging history, education, arts and culture within its lively neighborhoods. Strolling through one of Cambridge's five "squares" (Harvard, Central, Kendall, Porter or Inman Square) give one a true sense of this city and its ethnic diversity. With a variety of fine restaurants, quaint shops and sidewalk musicians, the "squares" of Cambridge are anything but!

To learn more about Cambridge, please visit the City's Web site at <http://ci.cambridge.ma.us>. Go to the Historical Commission in the departments section for more about its past. Then, explore even further by visiting the Cambridge Office for Tourism's web page at <http://www.cambridge-usa.org/>, where you can find information on special events, museums, theaters, music venues, etc.

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**Front Cover Photos:**

*Cambridge Bicycle Patrol Unit, participants in the 14th annual CityRun event, students at Morse Pre-School, and visitors to the Citywide Senior Center*





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# City Manager's Message

C.R.  
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1999-2000



To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

On behalf of the City of Cambridge and its employees, I am pleased to present you with the 1999-2000 Annual Report, for the fiscal year beginning July 1, 1999 and ending June 30, 2000.

It has been a very busy year. This report will provide you with a brief overview of the City's departments and divisions, including key highlights and accomplishments for the past fiscal year.

This past year, Cambridge became one of only six cities in the nation to earn three AAA ratings for fiscal management. The AAA is the highest rating that can be awarded to a municipality. Managing the finances of a city as diverse as Cambridge can be complex and demanding. This was a significant accomplishment for the City that reflected a lot of hard work and discipline on the part of the administration, the City Council and our Finance Department over the last few years. It was also an affirmation of the sound financial policies and procedures followed by the City that will enable taxpayers to save millions of dollars in interest costs over the next few years.

The AAA rating is the foundation of our aggressive Capital Improvement program, which totals \$246 million over the next five years. It also ensures that the priorities of the City Council, such as affordable housing, open space acquisition and a new main library and police headquarters can be achieved.

The Cambridge Fire Department was one of only 32 municipalities (out of 37,000) in the country to achieve a Class 1 rating, which recognizes the highest level of fire protection by the Insurance Services Office (ISO). The Water Department and Emergency Communications also contributed to this effort.

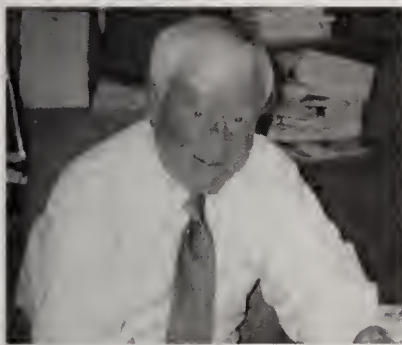
Though extensive planning and preparation took place for potential Y2K computer problems, we transitioned into the year 2000 without incident. In January 2000, we kicked off a yearlong millennial celebration, which included four major lighting events. The façade of City Hall was illuminated at night for the first time in the building's 110-year history.

While affordable housing remains a tremendous challenge and a top priority for this administration, I am proud of our accomplishments in this arena thus far. We have a unique and progressive affordable housing program that utilizes a vast array of tools to address this complex issue and help maintain the socio-economic diversity of our community. This past year, we created or preserved over 700 units of affordable housing in Cambridge as a result of new development and property acquisition, implementation of the Inclusionary Zoning Ordinance, and negotiation with owners of "expiring use" developments.

These are only a few of the many highlights and accomplishments featured in this report. Please read further to learn more about how City employees work hard throughout the year to make Cambridge a better place to live, work and play.

Sincerely,

Robert W. Healy  
City Manager



Robert W. Healy  
City Manager

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Layout	Chris Wooster, Moveable Type Copy & Design
Printing	Sterling Printing & Business Products, Inc.
Editor	Ini Tomeu, Public Information Officer
Photo Credits	Carl Mastandrea, Andrea Raynor, Laura Wulf (all for Arts Council) Roger Boothe, Elsa Campbell, Katherine Watkins, Lead Safe Staff (for CDD) Thanks to people in various departments for contributing photographs.



# City Departments



## City Hall

795 Massachusetts Avenue, Cambridge 02139  
617.349.4000

## Affirmative Action

Duane Brown, *Director*  
City Hall, 617.349.4331

## Animal Commission

Mark McCabe, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4376

## Arts Council

Pallas Lombardi, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4380

## Assessing

Sally Powers, *Director*  
City Hall, 617.349.4343

## Auditing

James Lindstrom, *Auditor*  
City Hall, 617.349.4240

## Budget

Louis DePasquale, *Director*  
City Hall, 617.349.4270

## Cable TV

Calvin Lindsay, Jr., *Director*  
449 Broadway, Cambridge 02138  
617.349.4296

## City Clerk

D. Margaret Drury, *City Clerk*  
City Hall, 617.349.4260

## City Council

Sandra Albano, *Assistant to the City Council*  
City Hall, 617.349.4280

## City Manager's Office (City Hall)

Robert W. Healy, *City Manager*  
617.349.4300

Richard C. Rossi, *Deputy City Manager*  
617.349.4300

Lisa Peterson, *Assistant to the City Manager*  
617.349.4302

Ini Tomeu, *Public Information Officer*  
617.349.4339

## Community Development (C.D.)

Beth Rubenstein, *Assistant City Manager for C.D.*  
238 Broadway, Cambridge 02139  
617.349.4600

## Commission for Persons With Disabilities

(*Division of Human Services*)  
Michael Muehe, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4692

## Conservation Commission

Julia Bowdoin, *Director*  
238 Broadway, Cambridge 02139  
617.349.4680

## Consumers' Council

Paul Schlaver, *Director*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.6150

## Election Commission

Teresa Neighbor, *Director*  
362 Green Street, Cambridge 02139  
617.349.4361

## Electrical

George Fernandes, *City Electrician*  
147 Hampshire Street, Cambridge 02139  
617.349.4925

## Emergency Communications

Paula Snow, *Interim Director*  
489 Broadway, Cambridge 02138  
617.349.6911

## Emergency Management

David O'Connor, *Director*  
147 Hampshire Street, Cambridge 02139  
617.349.4842

## Environmental (Division of Comm. Dev.)

Susanne Rasmussen, *Director*  
238 Broadway, Cambridge 02139  
617.349.4604

## Finance

James Maloney, *Assistant City Manager for Fiscal Affairs*  
City Hall, 617.349.4220

## Fire Department

Gerald Reardon, *Fire Chief*  
491 Broadway, Cambridge 02138  
617.349.4900

## Historical Commission

Charles Sullivan, *Director*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.4683

## Human Rights Commission

Quoc Tran, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4396

## Human Services

Jill Herold, *Assistant City Manager for Human Services*  
51 Inman Street, Cambridge 02139  
617.349.6200

## Inspectional Services

Robert Bersani, *Commissioner*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.6100

## Law Department

Russell Higley, *City Solicitor*  
City Hall, 617.349.4121

## Library

Susan Flannery, *Director*  
449 Broadway, Cambridge 02138  
617.349.4040

## License Commission

Benjamin Barnes, *Chairman*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.6140

## Mayor's Office

Anthony D. Galluccio, *Mayor*  
City Hall, 617.349.4321

## M.I.S.

Thomas Makofske, *Director*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.4140

## Peace Commission

Cathy Hoffman, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4694

## Personnel

Michael Gardner, *Director*  
City Hall, 617.349.4332

## Police Department

Ronnie Watson, *Police Commissioner*  
5 Western Avenue, Cambridge 02139  
617.349.3300

## Police Review Board

Malvina Monteiro, *Director*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.6155

## Public Works

Richard C. Rossi, *Acting Commissioner*  
147 Hampshire Street, Cambridge 02139  
617.349.4800

## Purchasing

Andrea Spears, *Purchasing Agent*  
City Hall, 617.349.4310

## Schools

Bobbie D'Alessandro, *Superintendent*  
159 Thorndike St., Cambridge 02141  
617.349.6494

## Traffic

Sue Clippinger, *Director*  
238 Broadway, Cambridge 02139  
617.349.4700

## Veterans' Services

Robert Stevens, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4761

## Water Department

Sam Corda, *Managing Director*  
100 Smith Place, Cambridge 02138  
617.349.4770

## Weights & Measures

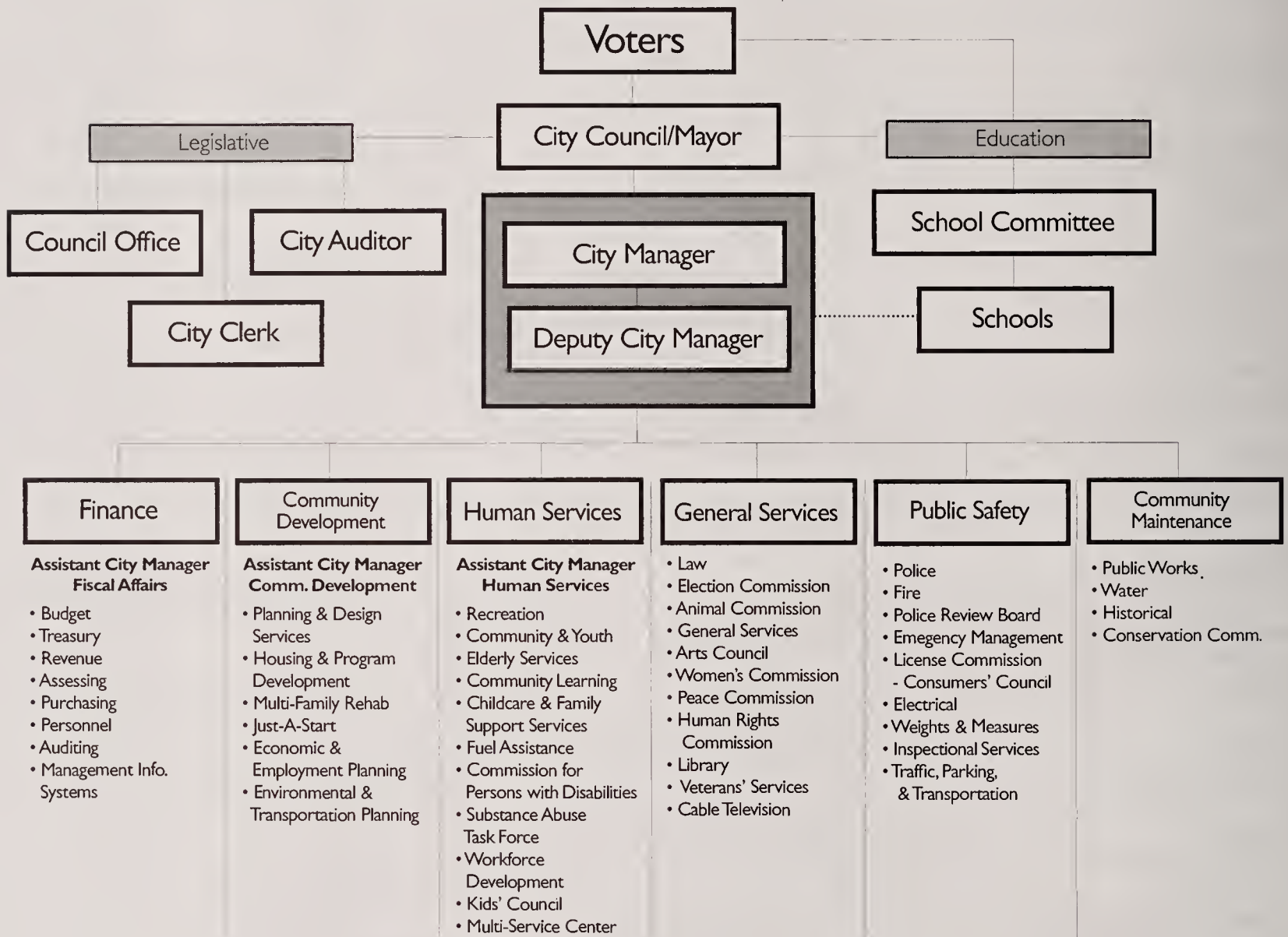
James Cassidy, Jr., *Sealer*  
831 Massachusetts Avenue, Cambridge 02139  
617.349.6133

## Women's Commission

Nancy Ryan, *Director*  
51 Inman Street, Cambridge 02139  
617.349.4697

# Organizational Chart

The City of Cambridge is governed by the Plan E Form of Government. Nine City Councillors are elected at large every two years. The Council elects a Mayor and a Vice Mayor, with the Mayor serving as the City's ceremonial leader and as chair of the City Council. The Mayor also chairs the School Committee. The City Council appoints a professional City Manager to serve as the City's chief administrative officer.



## Assistant City Managers (left to right):

James P. Maloney, Assistant City Manager for Fiscal Affairs; Beth Rubenstein, Assistant City Manager for Community Development; and Jill Herold, Assistant City Manager for Human Services.



# Cambridge At A Glance

**Land Area:**

6.43 Square Miles

**County:**

Middlesex

**Population:**

95,802 (1990, US Census)

**Population Density:**

14,899 Persons per square mile  
(2000, Community Dev. Dept.)

**Person Per Household:**

2.08 Persons (1990, US Census)

**Median Age:**

31.1 Years (1990, US Census)

**Foreign Born:**

22.3% (1990, US Census)

**Home Language Other Than English:**

26.2% (1990, US Census)

**Common Languages Other Than English:**

Spanish, French  
(including Haitian Creole), Portuguese,  
Chinese and Korean (1990, US Census)

**Racial Diversity:**

75% White  
14% Black  
8% Asian,  
3% Other Races  
(1990, US Census)

**Hispanic Diversity:**

7% of Residents w/Hispanic  
Background (1990, US Census)

**Adult Educational Attainment:**

54.2% College or Graduate Degree  
30.1% Some College  
15.8% High School Diploma  
15.6% No High School Diploma  
(1990, US Census)

**College & Graduate Students:**

4,364, or 25.4%, Enrolled in Degree  
Program (1990, US Census)

**Registered Vehicles:**

50,451 (1998, Massachusetts Registry  
of Motor Vehicles)

**Housing Units:**

41,483 (1999, Community Development Dept.)

**Owner Occupied Housing:**

29% (1999, Community Development Dept.)

**Median Housing Sales Price:**

\$425,000 Single Family  
\$412,000 Two Family  
\$252,000 Condominium  
(2000, Community Development Dept.)

**Typical Rental Price:**

\$1,383 One Bedroom,  
\$1,879 Two Bedroom,  
\$2,000 Three Bedroom  
(2000, Community Development Dept.)

**Median Household Income:**

\$33,140 (1990, US Census)

**Jobs:**

111,325  
(1999, Mass. Division of Employment & Training)

**Average Annual Wage:**

\$53,363  
(1999, Mass. Division of Employment & Training)

**Resident Unemployment Rate:**

1.3%  
(10/2000, Mass. Division of Employment & Training)

**Major Employment Sectors:**

Education, Engineering & Management  
Consulting, Computer Hardware &  
Software, Restaurants, Health Care  
(1999, Mass. Division of Employment & Training)

**Property Tax Rate:**

Residential \$ 9.64  
Commercial \$25.16  
(per \$1,000 of assessed value)

**Government:**

Plan E Form of Government  
(City Council/Manager)

**Annual Budget:**

\$296.5 million/fiscal year starting  
July 1, 2000

**Public Schools:**

14 elementary schools, 1 high school

**Private Schools:**

5 independent, 4 parochial, 1 charter

**Higher Education:**

Harvard University, MIT,  
Lesley College, Cambridge College

**Libraries:**

Main Library and 6 branches

**Post Offices:**

Central Square, Kendall Square,  
Harvard Square, Inman Square,  
Porter Square

**Hospitals:**

Cambridge Health Alliance, Mount  
Auburn and Youville Hospitals

**Fire Protection:**

8 fire stations, 278 sworn fire fighters,  
5 civilians

**Police Protection:**

1 police station, 269 sworn officers,  
29 civilians

**Public Golf Courses:**

1 (Fresh Pond)

**Public Transportation:**

MBTA (subway & buses) and  
commuter rail

**Closest Airport:**

Logan Airport (Boston)

# Affirmative Action

Duane Brown, Director  
City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are drawn. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits quarterly reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares annual reports for the Equal Employment Opportunity Commission (EEOC).

In 1983, the City established a Minority Business

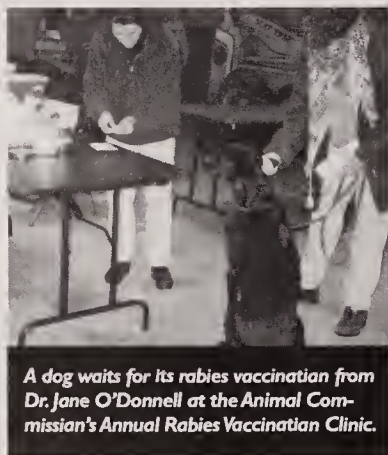
Enterprise Program (MBE). The Affirmative Action Office monitors construction contracts in excess of \$50,000 to ensure that at least 10 percent of sub-contract business goes to State Office of Minority Business & Women Association (SOMBWA) certified businesses.

## Highlights and Accomplishments

- Assisted major City departments in establishing specific affirmative action goals.
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Police officer examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.
- The Affirmative Action Advisory Committee (AAAC) coordinated with City and community resources to address under-utilization of women in certain civil service categories.

# Animal Commission

Mark McCabe, Director  
51 Inman Street, Cambridge • 617.349.4376



A dog waits for its rabies vaccination from Dr. Jane O'Donnell at the Animal Commission's Annual Rabies Vaccination Clinic.

The Cambridge Animal Commission was established by ordinance in 1979 to provide and facilitate programs for animal control and welfare in the city. The commission maintains and promotes Cambridge as a safe environment for people,

pets and other animals, through an educational and enforcement approach. The department utilizes its resources to encourage responsible pet ownership and to also manage the diverse population of wildlife that co-exists within the City of Cambridge.

## Highlights and Accomplishments

- By the numbers: Licensed over 1,800 dogs; picked up 98 stray dogs (75% returned to owner, 20% adopted);

issued 125 animal quarantines and 250 citations for violations of the Animal Control Ordinance.

- Responded to over 3,800 calls concerning pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Produced a public service announcement for Cable TV and educational information on responsible pet ownership (including information on leash and scoop laws, pets in hot cars, protection against rabies, etc).
- Worked with the Cable Office to produce a show, "A Day in the Life of an Animal Control Officer."
- Presented information on responsible pet ownership and local wildlife at elementary and pre-schools.
- Provided two low cost rabies vaccination clinics to 120 dogs and cats; issued 61 certificates for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.



# Arts Council



Fallos Lombardi, Director

51 Inman Street, Cambridge • 617.349.4380

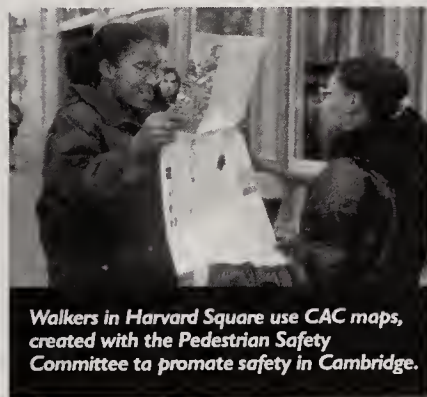
The Cambridge Arts Council (CAC), established by City Ordinance in 1974, is both a presenting and a service organization, existing to benefit the citizens of Cambridge through the arts

*As a presenter, CAC:*

- Commissions public art for integration into capital improvement projects.
- Mounts exhibitions of artists' work.
- Develops and implements arts educational programming.
- Produces community art events, including the annual Cambridge River Festival and the "Summer in the City" concerts for children.

*As a service organization, CAC:*

- Raises and manages funds to distribute to artists and arts presenters through a competitive grants program.
- Implements the City's Street Performance and Public Art ordinances.
- Organizes local and national arts conferences.
- Consults with artists and other arts presenters on issues critical to their success, such as fundraising, grant writing, audience development, and accessing resources.
- Serves as a liaison between artists and the community.



Walkers in Harvard Square use CAC maps, created with the Pedestrian Safety Committee to promote safety in Cambridge.

Cognizant of the limited resources for the arts, locally and nationally, CAC efficiently maximizes the expenditure of its staff and volunteers' time and the agency's resources to

benefit the Cambridge community and complement rather than duplicate the programs and services provided by other institutions and organizations.

## Highlights and Accomplishments

- To celebrate the millennial year, the City supported the creation of four major light events and the production of quarterly calendars promoting 2 thousand things 2 do in 2 thousand. In addition, the facade of City Hall was illuminated at night for the first time in the building's 110-year history. Spectaire, a group of four light artists, were commissioned to highlight each season of the millennial year with light installations, collectively



Common Light celebration.

called Common Light, and focus on Cambridge's rich history of scientists and artists who worked with light.

- The first event, The Beaconing, took place in January at four separate locations. The choreographed, three-hour light display using WWII searchlights and skytrackers could be seen throughout Cambridge and was accompanied by the ringing of Cambridge church bells.

- In May, the Cambridge 2000 Light Parade, an arts extravaganza of drummers, dancers and masked performers traveled down Massachusetts Avenue with mile-high lights announcing the parade to all.

- CAC collaborated with other City departments to produce "Curious Doings in Cambridge Crosswalks." Behind the Mask Theatre performers and City employees helped pedestrians cross City streets to raise awareness about safety.

- The 22nd Annual Cambridge River Festival drew



Curious Doings in Cambridge Crosswalks.

110,000 people to Cambridge's mile-long celebration of the arts along the Charles River to enjoy a "Hands-On" day of performing, visual and literary arts. Performance venues included stages showcasing World Beat, Dance, Jazz, Folk, Gospel and Children's music. Four percussion workshops provided audiences with the opportunity to participate and learn drumming skills in Latin,



# Arts Council

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Caribbean, Japanese Taiko and African percussion styles and rhythms. Eight artists and artist teams created temporary public artworks for the River Festival.



Performers at the Cambridge River Festival

- Summer in the City (SIC), a series of interactive performances for children ages 4 to 12, was presented in neighborhood parks in July and August and was funded by the Mayor's Office, the Department of Human Services and the Cambridge Community Foundation. Performers were chosen from the New England Foundation for the Arts roster and included African, Caribbean, and Native American storytellers, circus performers, folk musicians and a Latin music ensemble.

## Public Art Highlights

*Public art was integrated into complex and long term construction projects. Three projects reached critical phases of development this year:*

- The artist completed shop drawings for the fabrication of a 2500 square-foot map of the City's water distribution system for integration into the terrazzo floor at the new Water Treatment Facility at Fresh Pond.
- Shop drawings were completed for two sculptures being added to public art in Danehy Park.
- Using an "urban wild" planting scheme, the artist for the Cambridge Street improvements project, collaborated with the landscape architects to design a community gathering and reading space at the Valente Branch Library.

*Every other year, an independent jury selects 30 artists from the Public Art Slide Registry for the Artists Roster. Three of these artists designed:*

- Quilt patterns using colored pavers and tree grates for a plaza at Sheridan Square.
- Steel railing in the form of sea otters for the Larch Road Playground.
- A sculptural concrete wall, plantings and a drip fountain for the intersection of Hampshire and Windsor streets.

*Two artists completed public artworks that were dedicated:*

- Granite bollards incised with the artist's designs mark the entrance to Corporal Burns Park, which also contains pavers of indigenous birds and vegetation, drawn by the artist.
- Three different banners for the entrance to the Longfellow School.
- CAC worked with Homeowner's Rehab, Inc. to commission public art for the Auburn Court housing development in Cambridgeport.
- The Cambridge and Somerville Arts councils collaborated to present the "Community Arts Window" in the Porter Square Shopping Center at CVS.
- CAC also worked with Gravestar, Inc. and the Porter Square Neighborhood Association to commission a 200-foot long mural for the back wall of the shopping center.
- Sixty artworks in the public art collection and 20 new



Agassiz Preschoolers make rubbings from William Reimann's bollards in Porter Square as part of an interactive art tour.

pieces received routine care as part of the public art maintenance program. Two major restoration projects included the Firehouse Mural in Inman Square and the Gate House, a sculpture in Front Park.



# Arts Council

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- CAC launched the Public Art in Cambridge (PAC) Education and Outreach initiative with a two-week curriculum development institute, which resulted in the creation of PAC-Kits for educators. The sessions, conducted with support from the School Superintendent and led by Lesley College, included participation by teachers, specialists and students. Educational materials stored in "backPAC-Ks" were portable, encouraging site visits to 119 public artworks in the City.

- CAC produced Public Art in Cambridge: a Red Line Walking Guide featuring 62 artworks plotted on a map to encourage self guided tours of the public art collection.

- The Gallery 57 exhibition season included five exhibits at 57 Inman Street and three exhibits in a temporary space at the Porter Square Shopping Center. The temporary space in the Shopping Center, made possible by Gravestar, Inc., provided CAC with an opportunity to enhance Gallery 57's presence in the community. The commercial location attracted more than 2,000 people to view Cambridge artists' work in a three-month period.

## Service Highlights

- Thirty-six grants were awarded to Cambridge artists and art-related projects, and to subsidize student attendance at art and cultural events.

- Held two Grant Awards Celebrations to increase recipient visibility, resulting in an increased number of grant recipients.

- Over 400 street performers purchase permits each calendar year from CAC in order to perform in Harvard Square. To ensure a festive and congenial atmosphere between the performers and local businesses, CAC employs three Street Performer Monitors who work with both groups to uphold the regulations laid out in the City's Street Performer Ordinance. This program is regarded as a national model and CAC frequently receives praise from performers and audiences for encouraging and supporting street performers.



*Summer In the City Storytelling.*

# Assessing

Sally Powers, Director  
City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The department also administers the motor vehicle excise tax.

The Assessing Department annually updates assessed values to reflect market trends. For FY2000, for one, two and three family houses and condominium units, this was done by conducting an analysis of assessed values in relation to sales that took place during 1998.

From this analysis, trend factors were developed to update values according to property use (one-family, condo, etc.) and location (assessing district). For apartment buildings, income and expense data was requested from all apartment building owners. The income approach to value was recalculated based upon the 1998 rental housing market.

For commercial and industrial properties, income and expense data was collected and compared to the rents, vacancies, and expenses used in the FY1999 valuation of commercial and industrial property. For the 3,097 commercial personal property accounts, data was updated to reflect the 1998 "Form of List" returns, and 315 new personal property accounts were listed and valued.

**The chart below compares FY1999 and FY2000 taxable value for Cambridge:**

	FY99 VALUE (000s)	FY00 VALUE (000s)
Existing Commercial & Industrial	\$3,455,660	\$3,821,794
New Commercial & Industrial	105,732	168,701
<b>TOTAL COMMERCIAL &amp; INDUSTRIAL</b>	<b>3,561,392</b>	<b>3,990,495</b>
Existing Residential Property	5,559,469	6,604,115
New Residential Property	165,793	168,547
<b>TOTAL RESIDENTIAL PROPERTY</b>	<b>5,725,262</b>	<b>6,772,662</b>
Existing Personal Property	230,567	245,138
New Personal Property	25,636	29,647
<b>TOTAL PERSONAL PROPERTY</b>	<b>256,203</b>	<b>274,785</b>
<b>TOTAL TAXABLE PROPERTY</b>	<b>9,542,857</b>	<b>11,037,942</b>

# Auditing

James Lindstrom, Auditor  
City Hall • 617.349.4240

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently, and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City Departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

## Highlights and Accomplishments

- Implemented new PeopleSoft General Ledger and Accounts Payable Financial Information System.
- Completed basic training for other departments in new procedures related to PeopleSoft accounting/bill paying functions.
- Developed a policies and procedures manual for the department.
- Prepared the City's annual financial report entirely in-house.



# Budget

Louis DePasquale, Director  
City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council, including:

- Creating the City Manager's guideline message to City departments.
- Overseeing quarterly updates of the City's benchmark system.
- Reviewing proposed departmental budgets and goals with the City Manager.
- Submitting the City Manager's Budget to the City Council for adoption.
- Completing the City's annual operating and capital budgets on a timely basis.

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. On a monthly basis, staff review the status of revenues and expenditures and maintain a status report of expenditure balances and revenues received year-to-date by all City departments.

## Highlights and Accomplishments

- Continued to refine the new budget format that emphasizes quantitative measurements by providing

more relevant and analytical information, which increased the readability and improved the quality of data within the budget document.

- Monitored and balanced the FY00 Operating and Capital budgets of \$308,618,655.
- Coordinated the preparation of the bond disclosure statement and other related materials for the 2000 bond sale.
- Prepared and published the FY99 Annual Report.
- Played a major role in the preparation of the FY99 Comprehensive Annual Financial Report.
- Coordinated the City's FY00 Financial Statements.
- Assisted in the implementation of a new financial system conversion for purchasing, accounts payable and the general ledger.
- Prepared the FY01 budget and placed it on the City's web page to increase public access to the information.
- Received for the 14th consecutive year, the Government Finance Officers Association Award (GFOA) for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 2000.

# Cable Television

Colvin Lindsay Jr., Director  
449 Broadway, Cambridge • 617.349.4296

The Office of Cable Television is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including, but not limited to, education, culture, arts, health and human services, and history.

## Highlights and Accomplishments:

- Upgraded field production camera packages to a digital format and upgraded audio and lighting capabilities,

enabling staff to more effectively and efficiently capture events.

- Currently transitioning to a fully automated playback system that will dramatically improve on-air presentation and increase system reliability.
- In order to remain on the cutting edge of a rapidly changing technology, the department leased a state-of-the-art editing system that will output broadcast quality programming, as well as improve productivity and creativity.
- Currently producing a number of new and original programming projects, as well as upgrading regularly scheduled programming.

# City Clerk

D. Margaret Drury, City Clerk  
City Hall • 617.349.4260

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information.

Its responsibilities encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business recordations required by statute.

The other major responsibility of the City Clerk is to provide the records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public about City Council actions. The City Clerk also keeps the official records of the City.

## Highlights and Accomplishments

- Worked with the City Manager's Office and the MIS Department to increase the amount of information on the City's web site regarding City Council actions, decisions, public meetings, etc.
- Responded courteously and efficiently to thousands of general inquiries and requests for copies of records maintained by the Clerk's Office.
- Participated in the Cambridge Archives Committee's efforts to locate and catalog important historical material.
- Developed a plan to rehabilitate and rebind 120 record and index books of vital and historical records in the Clerk's Office.



City Clerk's Office Staff.



# City Council

Sandra Albano Assistant to City Council  
City Hall • 617.349.4260



*City Council, 1999-2000. Seated (left to right) Vice Mayor David P. Maher, Councillors Henrietta Davis, Marjorie C. Decker and Timothy J. Toomey, Jr. Standing (left to right) Councillors Kenneth E. Reeves, Michael A. Sullivan, Mayor Anthony D. Galluccio, and Councillors Kathleen L. Born and Jim Braude.*

The City Council, made up of nine members, is Cambridge's elected legislature. As the policy setting arm of the City, the Council derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

City Councillors are elected at large every two years. Upon organization of each new nonpartisan Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council's chair and as the ceremonial head of the City. The Council organizes into committees that have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

The Council is served by two staff members who perform administrative duties and provide clerical support. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

An allotment supports the Council's governmental relations efforts to secure federal and state aid to supplement the City's funds for special projects. The City

Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. For more information, call the City Council office or visit the City's web site.



*City Council Office staff members Sandra Albano and Mary Horgan.*



# City Manager

Robert W. Healy, City Manager  
City Hall • 617.349.4300

The City Manager's Office is the Executive Department of the City of Cambridge. As the City's Chief Administrative Officer, the City Manager provides leadership to and administration of all departments and services. The City Manager's staff includes the Deputy City Manager, Assistant to the City Manager, Public Information Officer, an executive assistant and an administrative assistant.

The Affirmative Action Office is part of the Executive Department of the City Manager's Office, but listed separately in this report for organizational purposes. The Cambridge Office for Tourism, which is a non-profit agency, receives City funds budgeted in the Executive Department and the Deputy City Manager also serves as a Board member.

The City Manager is responsible for the enforcement of all laws and City ordinances; the appointment of department heads; appointment of members to the numerous City boards and commissions; and for the submission of the annual budget to the City Council. In addition, the City Manager and his staff recommend policies and programs to the City Council and implement Council decisions. The City Manager's Office also responds to citizen inquiries and complaints regarding City services and departmental policies.

## Major Capital Projects

Each year, the City completes, continues or launches major renovation, reconstruction or building projects. Since such projects can take years to complete, and often require vast amounts of the City's personnel and capital resources, the

Deputy City Manager, who oversees capital planning and budgets, monitors all facets of major construction. FY00 saw the commencement of construction of the Fitzgerald Elementary School, Gately Youth Center and O'Neill Branch Library, exterior renovations to City Hall, significant progress on the construction of the new Water Treatment Plant and continued sewer separation work.

**New Water Treatment Plant:** Continued construction of the City's new 24-million gallon Water Treatment Plant, scheduled for completion in first quarter of 2001 at an estimated cost of \$77 million.

**City Hall Renovations:** Began exterior improvements and design development for interior renovations to City Hall.

**Sewer and Storm Water Separation Project:** Sewer separation and storm water management work continued throughout the City, with the most significant construction occurring on Fresh Pond Parkway, Massachusetts Avenue between Lafayette Square and in the Agassiz neighborhood. These projects incorporate significant new technologies designed to reduce flooding, eliminate sanitary sewer discharges to our rivers, eliminate/reduce back-up problems and reduce our charges to the MWRA. Our sewer separation/storm water management program is a long-term effort and commitment throughout the City that will continue for many years to come.

**Fitzgerald School/Gately Youth Center/O'Neill Branch Library Renovation:** This \$16 million project is scheduled for completion in September 2001.

## Highlights and Accomplishments

- In recognition of its strong economic and financial condition, Cambridge was one of only six cities in the nation to achieve AAA ratings from the three major credit rating agencies. This was a significant accomplishment for the City that reflected the hard work and discipline on the part of the administration, the City Council and the Finance Department over the last few years. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Under the leadership of the City Manager's Office and working with a community advisory committee, the Cambridge Health Alliance and the Cambridge Housing Authority finalized the project plan for Neville Manor. The plan includes a 72-unit affordable assisted living facility in the existing Neville Manor building, a 112-bed skilled nursing facility, a soccer field and other landscape improvements, and the return of over four acres of land dedicated to open space as part of the Fresh Pond Reservation.



Deputy City Manager Richard C. Rossi, Assistant to the City Manager Lisa Peterson, and City Manager Robert W. Healy.



# City Manager

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- Concluded the Main Library Site Selection process with the City Council selecting the Broadway site for the new facility. A \$31 million bond authorization was approved for this project.
- Negotiated an agreement to develop a unique partnership with the Metropolitan District Commission to fully renovate the Magazine Beach facility with City funds, and give scheduling priority to Cambridge soccer and little league baseball leagues.
- Acquired 25,000 square feet of land at 238 Broadway for future open space. The building on this parcel is temporarily being used to house several City departments that relocated when the City's annex at 57 Inman was shut down for environmental concerns. This parcel of land is located next to an existing park on Harvard Street and one block away from the Maynard Elementary School, and will eventually create a two-acre park and increase the recreational opportunities in this densely populated area.
- Hired several new department heads including Water Department Managing Director, Human Rights Commission Executive Director and Cable Television Director.
- Completed cable refranchising process with AT&T, which resulted in a 10-year cable license that expires in December 2010. Continued negotiations with RCN for a new cable license.

- Working with the MIS Department, implemented a windows-based customer service and request management system throughout all departments in order to streamline the response process and increase reporting and tracking abilities.
- Coordinated the fourth annual Danehy Park Family Day, one of the largest City-sponsored community events. Over 3,500 people attended.
- Working with the Cambridge Arts Council, launched a year-long millennial celebration, which included illuminating the façade of City Hall at night for the first time in the building's 110-year history; coordinating four major light events (two of them occurring in the FY01 fiscal year); and producing a quarterly calendar of events, listing 2 thousand things 2 do in thousand.
- Provided significant support and leadership to City-wide advisory committees including the Fresh Pond Master Plan Advisory Committee, the Neville Manor Citizen Advisory Committee, and the Green Ribbon Open Space Advisory Committee.
- Working with the City's Diversity Task Force, undertook significant efforts to foster diversity in the workplace. Completed baseline training of all employees working over 20 hours in the City. Continued implementation of the organizational development initiative to increase our organizational effectiveness through increased communication, collaboration and accountability.
- Collaborated with Emergency Communications, Emergency Management and the License Commission to communicate Y2K information, allay public fears and assure the community that the City was taking proper measures to prepare for potential problems. Successfully transitioned into the Year 2000.

## Public Information Office

This past fiscal year, the City Manager's Office hired a new Public Information Officer to help develop a comprehensive internal and external communications program for the City, manage media relations and promote City programs and services.

## Highlights and Accomplishments

- Established relationships with City departments to begin developing a more coordinated approach to the public information process.
- Created CityLINE, a new 4-page, quarterly employee



Danehy Park Family Day volunteers (left) and event attendees.

# City Manager

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newsletter:

- Developed a weekly e-mail update to communicate relevant City-related information to employees in a timely manner.
- Established better working relationships with the local media, especially The Cambridge Chronicle and The Boston Globe City Weekly, by serving as an initial point of contact and assisting reporters in obtaining the information they are looking for. This effort to better manage the media relations process should assist in generating the most objective and balanced media coverage possible.

## Contacts:

Robert W. Healy, *City Manager*  
617.349.4300, fax: 4307

Richard C. Rossi, *Deputy City Manager*  
617.349.4300

Lisa Peterson, *Assistant to the City Manager*  
617.349.4302

Diane Squires, *Executive Assistant*  
617.349.4300

Maryellen Carvello, *Administrative Assistant*  
617.349.4301

Ini Tomeu, *Public Information Officer*  
617.349.4339

## Positive EDGE

Crystal Johnson, *Director*

831 Massachusetts Ave., Cambridge • 617.349.4210

Under the supervision of the City Manager's Office, Positive EDGE is a youth outreach and advocacy program established in 1993 in response to the increase of violence involving young people in the City of Cambridge. Positive EDGE directs its attention toward at-risk youth not reached through conventional efforts established by City and community agencies. It bridges gaps between City departments, organizations, local community agencies and ethnic groups, and provides institutional links and assistance to youth who have dropped out of school, are court involved, or are experiencing difficulties and require guidance and support. Through Education, Direction, Guidance and

Empowerment (the tenets of Positive EDGE), youth advocates are trained to deal with youth on a one-to-one basis, building relationships, linking them with much needed services, and more importantly, evaluating their needs in order to tailor programs to their unique situation.

### Highlights and Accomplishments

- Produced a weekly one-hour segment on CCTV's "Be Live," encouraging youth to have an open forum to express their views and heighten awareness of youth issues.
- Collaborated with Jam'nastics Inc. to train over 50 youth to work with children, to teach gymnastics and dance, and to perform administrative tasks through Jam'nastics job-training and employment program. These youth acquired important leadership skills and served as role models for their students and peers.
- Continued active involvement with the community-based Justice Program, a collaboration with the District Attorney's Office, Adult and Juvenile Probation, the Department of Social Services, and the Police, School and Human Services departments. During weekly meetings, this group tracks court involved youth and those at risk of becoming court involved, shares information, and when appropriate, develops a strategy on individual cases.



Positive EDGE's Annual Pool Party at Jefferson Park.



# Community Development

Beth Rubenstein, Assistant City Manager for Community Development  
238 Broadway, Cambridge • 617.349.4600

The goal of the Community Development Department (CDD) is to enhance the overall living environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents.

The Department works toward these goals by:

- Preserving and developing affordable housing
- Strengthening the vitality of commercial and business districts
- Renovating neighborhood parks and playgrounds
- Planning transportation improvements designed to accommodate all modes of transportation
- Implementing projects to reduce pollution of the City's air, water, and soil
- Enhancing the character of each of the City's 13 neighborhoods
- Managing growth to support the best long-term interests of the City

The Community Development Department performs its work as part of a public process in which an array of interests and viewpoints are represented including those of appointed boards and committees, citizen and community groups, non-profit organizations, private developers, the business community, and other government agencies. The Department provides staff support to a number of standing committees, boards and commissions; cooperates closely with many subcommittees of the City Council; and works to advance a variety of

community and neighborhood initiatives with the assistance of ad hoc advisory committees.

Each division of the Community Development Department made significant progress on ongoing projects and introduced new initiatives to advance the City's goals and priorities in the areas of housing, community planning, economic development, and environmental and transportation planning.

## Highlights and Accomplishments

- Created or preserved over 700 units of affordable housing in Cambridge as a result of new development and property acquisition, implementation of the Inclusionary Zoning Ordinance, and negotiation with owners of expiring use developments. In addition, the City provided funding to non-profit organizations to provide low-interest loans for rehabilitation of rental housing in exchange for a commitment to rent at affordable rates. This program funded improvements to over 100 units for low and moderate income tenants.

- Finalized agreement with Harvard University for the use of \$10 million in loan funds granted by the University to support the development of affordable housing in Cambridge. Of these funds, \$6 million will be distributed through the Affordable Housing Trust and \$4 million will be channeled through two non-profit intermediaries to fund affordable housing projects in the city. The Trust will use the funds to provide affordable housing developers with low-interest loans for construction and permanent financing, and to initiate a pilot program for expanded income eligibility for first-time homebuyers with incomes up to \$78,600 (family of four).

- Submitted citywide rezoning proposals to the Planning Board and City Council, intended to manage future growth, promote residential uses, and require public review of significant projects. Proposals included housing and mixed-use incentives, FAR (density) changes, expanded project review, and revised parking requirements. These proposals were the result of a two-year effort with the Citywide Growth Management Advisory Committee, the Planning Board, the City Council, and the public to address citywide planning issues.

- Completed Report of the Green Ribbon Open Space Committee with recommendations to guide the acquisition of open space in Cambridge. Priority recommendations included additional open space in Porter Square, Mid-Cambridge and Area IV/Wellington Harrington; the addition of three to four multipurpose fields in the eastern half of the city; and an additional baseball field.



The Kids Jamboree at Sennott Park was one of many activities held throughout Cambridge during Lead Poisoning Prevention Week. This year, Lead Safe Cambridge received the U.S. Department of Housing and Urban Development Best Practices Award of Excellence for its innovative and effective programming.



# Community Development

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Development

- Constructed major traffic calming improvements on Third Street, Columbia Street, and three other locations. Completed construction of improvements at Raymond Street Tot Lot and Peabody School Playground.
- Established a 24-member task force, made up of members of the business community, representatives of Harvard and MIT, energy experts, community representatives, and City staff, to develop emissions reduction goals and a local action plan. Conducted an inventory of Cambridge contributions to greenhouse gas emissions, working with the Cities for Climate Protection program sponsored under the International Council for Local Environmental Initiatives (ICLEI).

## Housing Division



Located in Cambridgeport, Auburn Court (Phase II) is a mixed-income development. Of the 60 units, 45 will be available for low- and moderate-income tenants.

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing opportunities in the City. Cambridge has completed the fifth year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust and supported with a \$4.5 million allocation of City funds in FY2000. A total of \$17.75 million in City funds has been contributed since 1995, to create or preserve more than 1600 affordable units of housing. These resources,

combined with federal CDBG and HOME funds, enable the leveraging of additional funding for affordable housing efforts. The Housing Division has provided first-time homebuyer training to over 500 people this year and provides major financial and technical assistance, on an ongoing basis, to local project partners including non-profit organizations and the Cambridge Housing Authority.

## Housing Highlights and Accomplishments

- Working with Cambridge non-profit housing developers, completed two new affordable housing developments. Alewife Condominiums, located at 354-384 Rindge Ave. on the former Joyce Chen site, consists of 12 new homeownership units and a daycare center, and is within walking distance of public transportation and shopping at Fresh Pond. The City and the Cambridge

Affordable Housing Trust provided funding to Just A Start Corporation for this project. Auburn Court Apartments (Phase II), developed by Homeowners Rehab, Inc., is a 60-unit mixed-income development near Central Square that contains 45 units for low and moderate income tenants.

- Provided major funding and technical assistance for the acquisition by Homeowners Rehab, Inc. of 95 units of scattered site housing in Areas 1, 3, and 4, known as the Bedrick Properties. Acquisition of these properties prevented massive displacement of Cambridge families. A long-term affordable housing agreement is now in place to keep the units affordable.

- In spring 2000, the Cambridge Affordable Housing Corporation (CAHC), a non-profit affiliate of the Cambridge Housing Authority, acquired 65 units at 8-10 Lancaster Street, near Porter Square. This mixed-income development will serve both low and moderate income households. A creative funding strategy made this acquisition possible by combining funds from the Cambridge Affordable Housing Trust, Harvard University Loan funds, and Cambridge Housing Authority.



Sixty-five apartments at 8-10 Lancaster St. were acquired and preserved as affordable housing.

- Preserved the long-term affordability of 504 units of rental housing at Fresh Pond Apartments that were at risk of being converted to market rate. The City worked with the U.S. Department of Housing and Urban Development (HUD) and residents of the development to negotiate a new agreement with the owner that also includes a capital improvement plan, environ-



# Community Development

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Development

mental remediation plan, and a new tenant selection plan.

- Continued implementation of the Inclusionary Zoning Ordinance to create new rental and homeownership opportunities in the city. This year, the City secured a total of 25 units in private developments (nine homeownership and 16 rental) for long-term affordability through deed restrictions. These projects are currently under construction and are expected to be completed in 2001.

## Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information, and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, managing the city's urban design projects, and providing information and technical assistance to the City's residents, property owners, developers, and neighborhood groups. The Community Planning division also works with other City departments on planning and design of municipal construction projects to ensure high quality, cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

## Community Planning Highlights and Accomplishments

- Prepared comprehensive and innovative Citywide Rezoning Petition proposals for review by Planning Board and Citywide Growth Management Advisory Committee. Analyzed the potential impacts of the petition on future commercial development, housing creation, vehicle trip generation, and employment. Worked with the Finance Department to analyze the fiscal impacts of alternative rezoning approaches.
- Initiated Eastern Cambridge Planning Study, including preparation of study scope and RFP for consulting services, consultant selection, and appointment of an 18-member study committee. Initiated monthly meetings of the study committee, which will help identify a vision for Eastern Cambridge, develop a long range plan, and recommend appropriate zoning and other actions.
- Completed design and began construction of improvements to Larch Road Park. Planning and design commenced for renovations to Reverend Williams Playground.

## Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts, and promoting a dynamic business climate.

## Economic Development Highlights and Accomplishments

- Provided assistance to 375 small businesses for a wide range of business matters including site searches, development of business plans, definition of capitalization strategies, and market analyses. Outreach and education efforts included weekly business assistance counseling sessions at the Cambridge Business Development Center and moderating a panel discussion on the topic of business growth for a group of 100 businesswomen.
- Initiated automation of permit and license procedures as part of the citywide permit streamlining efforts; the new automated system will facilitate information sharing among departments and eliminate steps in the approval process.



A new façade for 1092-1098 Cambridge Street was completed this year as part of the Cambridge Street Façade Improvement Program, which provides matching grant funds to upgrade commercial storefronts.

# Community Development

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Development

- Through the Cambridge Street Façade Improvement Program, completed construction on three storefront facades: 359 Cambridge Street (Rosely's Boutique), 877 Cambridge Street (Cambridge Bar & Grille), and 1092-1098 Cambridge Street (Ribeiro DeSousa Insurance, Piques Travel). Approved final designs for five additional facades, all of which started construction during FY2000. Participants in the program received up to \$35,000 in matching grant funds to upgrade their storefronts.

## Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division is responsible for planning transportation infrastructure improvements, implementing the Vehicle Trip Reduction Ordinance and carrying out other measures to reduce single-occupancy vehicle travel in Cambridge, administering the Lead-Safe Cambridge HUD grant, and protecting the environment through pollution source reduction and mitigation measures.

### Environmental and Transportation Planning Highlights and Accomplishments

- Completed design and construction documents for new plaza and roadway improvements at Lafayette Square/Mass. Avenue with construction anticipated to

begin in Spring 2001. Provided construction oversight for the Fresh Pond Parkway enhancement project, which is scheduled for completion in June 2001. The project includes paths and crossings for pedestrians and cyclists as well as significantly enhanced landscaping.

- Designed traffic calming measures for several locations, including Sheridan Square and Rindge Avenue at the Fitzgerald School. Completed traffic calming improvements at Columbia and Third Streets.

- Reviewed 13 traffic studies for projects covered by the Interim Planning Overlay (IPOP) ordinance. Worked with 10 developers on plans to reduce automobile travel to their sites by requiring them to subsidize T passes, provide bicycle parking, facilitate ride sharing, and implement other measures under the Parking and Transportation Demand Management (PTDM) ordinance. Received the American Planning Association Massachusetts Chapter 1999 Planning Project Award for the PTDM Ordinance.

- Lead Safe Cambridge received the prestigious U.S. Department of Housing and Urban Development Best Practices Award of Excellence for its innovative and effective programming. Deleaded and preserved the affordability of 44 residential units occupied by low or very low income families, reaching a total of 322 units deleaded through the program since it began in 1994. Secured \$2.8 million from HUD to extend the City's deleading program through December 2001.



*This raised crosswalk at the entrance to Columbia Street Park is one of the features of the Columbia Street Traffic Calming project completed this year.*



# Conservation Commission

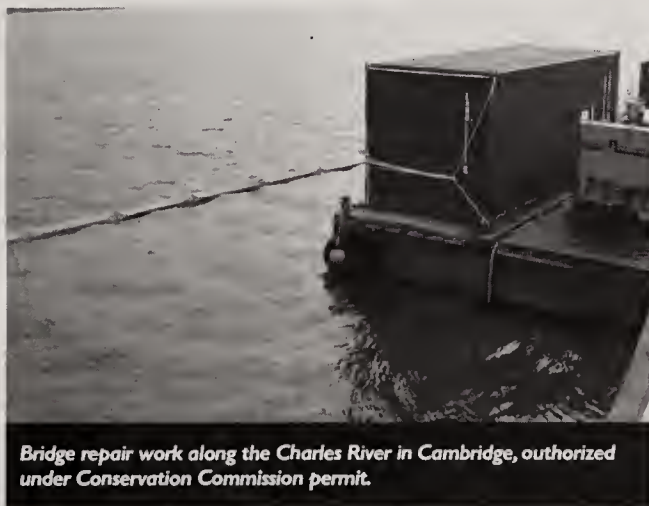
*Julio Bowdoin, Director*  
238 Broadway, Cambridge • 617.349.4680

The Conservation Commission undertakes a variety of activities to improve and protect the City's natural resources and consists of a director on staff and seven Cambridge residents appointed by the City Manager to three-year terms. Its responsibilities include:

- Initiating and assisting in environmental planning, monitoring and clean-up activities.
- Assisting community groups, watershed associations, and regional, state and federal agencies in a wide range of projects affecting the local and regional environment.
- Participating in the evolving field of urban environmental management, including efforts to restore the health of urban rivers such as the Charles River and Alewife Brook.
- Working with other City departments and providing assistance on technical and regulatory matters during planning, environmental review and permitting processes.
- Providing environmental information to property owners and developing educational opportunities and materials for the public.
- Reviewing and issuing permits for projects located in and around the wetlands, rivers, and floodplains of Cambridge as part of the Massachusetts Wetlands Protection Act (MGL ch.131, s.40). This regulatory function ensures that these resources continue to benefit the City by providing fish and wildlife habitat, protecting water quality, and minimizing the impacts of floods and storms on residences and businesses.
- Assisted in the interdepartmental review of projects, such as redevelopment of the Com/Energy site and the Kendall Station power generation facility in East Cambridge, to ensure that Cambridge's natural environment would be adequately protected from potential impacts.
- Administered the Cambridge Community Garden Program, which provides hundreds of residents the opportunity to plant and manage individual garden plots throughout the city with fruits, vegetables, flowers, etc.
- Served on the Fresh Pond Master Plan Citizen's Advisory Committee and Fresh Pond Natural

## Highlights and Accomplishments

- Conducted over 30 public meetings and hearings on permit applications. Also, held numerous pre-permitting meetings and site visits with applicants, and conducted site monitoring of active projects for permit compliance.



*Bridge repair work along the Charles River in Cambridge, authorized under Conservation Commission permit.*



*Conservation Commission Director Julio Bowdoin conducts a site inspection of the Little River, Alewife Reservation and construction activity at 200 Cambridge Park Drive (shown in background).*

Resource Stewardship Committee established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. Helped lead the project's Formatting Subcommittee with responsibility for writing and editing the final Fresh Pond Master Plan.

- Initiated development of a "Cambridge Wetlands and Floodplain Conservation Ordinance" to enhance protection of Cambridge's most sensitive environmental resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, as well as the wetlands, floodplains and habitats bordering these water resources.
- Revised and updated the Commission's web page with up-to-date information on the Wetlands Protection Act, permitting procedures, natural resources and community gardens. The page also includes links to other web sites of conservation interest.

# Consumers' Council

Paul Schlager, Director  
831 Massachusetts Ave., Cambridge • 617.439.6150

A division of the License Commission, the Consumer's Council works in cooperation with the Attorney General's Office to mediate individual consumer/business disputes in an effort to eliminate the need for either party to go to court to resolve the conflict. The Council also provides educational information to consumers and watches trends in the marketplace, making suggestions as feasible for new and amended legislation to better protect consumers. The Consumer's Council continues to be a leader on both the state and national-consumer scene through the Executive Director's involvement with the Massachusetts Consumers' Coalition, the Consumer Federation of America and the National Association of Consumer Agency Administrators. The resources offered by these organizations add to the ability of the Council staff to serve Cambridge consumers effectively.

## Highlights and Accomplishments

Staff and interns from area colleges and law schools handled 296 written consumer complaints, resulting in over \$60,000 in refunds or savings for consumers in disputes resolved with a financial outcome.

- Only 23 complaints were referred to Small Claims Court for final resolution.
- Offered information and advice to thousands of consumers via telephone and responded to 150 web inquiries. Provided extensive resource information and links through the Consumers' Council web page: <http://www.ci.cambridge.ma.us/~Consumer/>.
- Assisted City departments on consumer related issues, including the City Manager's Office and the City Council on Cable TV issues and services, and telephone or electric company policy changes or practices.

# Election Commission

Teresa Neighbor, Director  
362 Green St., Cambridge • 617.349.4361

The Cambridge Board of Election Commissioners is a four-person board, with two members from each of the major political parties. It was created by the Acts of 1921, Chapter 239, to conduct voter registration, administer and supervise all elections, conduct the annual census, and certify nomination signatures on nomination papers, petitions, and ballot questions. The role of the Election Commission was expanded in 1987 to include administration of laws governing campaign and political finance reporting. In 1991, it was also assigned responsibility for administering and enforcing the City's Ethics Ordinance. Office operations are conducted by eight full- and part-time City employees in Room 308 of the municipal building at 362 Green Street.

## Highlights and Accomplishments

• The municipal election held on November 2, 1999 marked the second time in City history that a proportional representation election was conducted and counted by computer. Voters elected nine City Councilors and six School Committee members. Unofficial first count results for both offices were available that evening and official results were announced the next day.

- The Presidential Primary was held on March 7, 2000. A total of 16,707 ballots were cast for presidential preference, state and ward committee members.
- Conducted the annual citywide census. This information was entered in the Massachusetts Voter Registration System (VRIS).
- Produced the 2000 Annual Street Listing which is available for sale to the general public in book form or on computer disk.
- Pursuant to the Massachusetts "Motor Voter Law," a new voter can register simply by filling out a mail-in registration voter form, available throughout the city, and mailing it to the Election Commission. Affidavits can also be used for a change of name and/or address, or to change one's party affiliation. In FY 2000, the Commission processed 11,062 registration forms.
- Reviewed Statements of Financial Interest filed by more than 200 municipal officials, including elected office holders, certain City employees, and members of Board and Commissions, in compliance with the Ethics Ordinance.



# Electrical

*George Fernandes, City Electrician*  
100 Smith Place, Cambridge • 617.349.4925

The Electrical Department, which includes the administration, electrical services and exterior lighting divisions, oversees street lighting and the City's fire alarm system; provides electrical maintenance and construction services to all municipal buildings; and provides lighting to all parks and outdoor recreational services. The department also installs and repairs City communications systems (including fiber cable networks) and oversees the installation of cables, conduits and equipment by utilities and other contractors.

## **Highlights and Accomplishments**

- Inspected utility construction projects, including installation of major telecommunication duct banks that will enable telecommunication companies to provide a wide variety of services to Cambridge businesses and residences in the near future.

- Completed installation of fiber cable network to 58 City buildings, allowing for high speed computer transmission between them.

- Tested Public Emergency Alarms and connected additional private buildings to the Municipal Fire Alarm System.

- Coordinated electrical power and sound equipment for City sponsored celebrations, such as the River Festival, City Hall Dance Party, Danehy Park Family Day, and installed hundreds of miniature lights at City buildings during the holidays.

- Upgraded existing lighting throughout the city and designed lighting for Lafayette Square on south Mass Ave.

# Emergency Communications

*Paula Snow, Interim Director*  
489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 50,000 calls and alarms per year for emergency service in the city and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to meet any emergency that occurs. Department staff also answer over 200,000 police and fire business calls from non-emergency callers, many of these involving important quality-of-life issues related to noise, traffic, lost property, and after-hours City information. The Department coordinates the automation of dispatching, police information, and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.

In addition, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also assist in tests of fire box alarms and circuits; make special notifications of supporting city, state and federal agencies; and handle over 2,500 towed vehicle reports.

## **Highlights and Accomplishments**

- In the previous year period, answered over 40,000 911 calls without one taking more than five rings, a major accomplishment for a busy city with many major fires, storms, and accidents.

- Supported over 20 computerized systems (most of which require 24-hour continual operation) and started up the Police Records management system.

- Managed the communications for a variety of major events and multiple alarm fires.

- Trained staff in the use of a Fire Call Handling protocol.

- Recruited, screened, hired, trained, and certified five new dispatchers. Re-certified all dispatchers in Emergency Medical Dispatch.

# Emergency Management

David O'Connor, Director  
147 Hampshire St., Cambridge • 617.349.4842

The Cambridge Emergency Management Department's primary duty is to prepare contingency plans for and coordinate response efforts to natural and man-made disasters. It serves as the local counterpart to the Massachusetts Emergency Management Agency and the Federal Emergency Management Agency. The department also works closely with other City departments and area agencies, such as the American Red Cross, to ensure that residents affected by fires or other disasters receive the assistance they need. Cambridge Emergency Management is located in the Public Works building at 147 Hampshire Street. This building functions as the emergency operations center for the City when needed.

## Highlights and Accomplishments

- Updated the department's web page at <http://www.ci.cambridge.ma.us/~EM> with links to other important resources and information on specific hazards.

- Installed a system of computers that link Emergency Management to other City departments to better cope with potential hazardous material incidents. Currently, 63 facilities in Cambridge carry enough quantities of hazardous inventory that they are required to report according to the provisions of SARA (Superfund Amendment and Reauthorization Act). These hazards, most of which are relatively small in scale, are remarkably diverse and can require intensive emergency management planning.

- The computer system mentioned above contains a database of SARA inventories and material safety data sheets based upon CAMEO software that locates hazards, resources and special risk populations, such as schools, hospitals and day-care centers on a computer map. Emergency Management uses the CAMEO system to enter the chemical inventory data received from facilities and relays this information to other departments.

- The Emergency Management and Fire departments are jointly responsible for the Cambridge Auxiliary Fire Department (CAFD) of 20 members. This past year, CAFD responded to a number of multiple alarm fires in Cambridge and nearby cities and towns. The CAFD also operates a converted ambulance that is used as a rehabilitation van at the scene of major fires.

- The Emergency Management and Police departments are jointly responsible for the Cambridge Auxiliary Police Department (CAPD), which has developed the capability to respond rapidly to incidents. Volunteer officers are called out to fire and major crimes scenes

to provide crowd control and free up regular officers for investigation and patrol duties. They also provide invaluable assistance at numerous road races and special events during the year. The CAPD is notable for the long-term dedication of its officers.

- Continued assisting the MEMA Region I staff in training exercises for the hazards presented by Seabrook Station.

- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. Amateur radios provide an emergency link to state agencies, which would be available in the event of a telecommunications failure.

- Played a major role in helping to prepare the City for possible consequences of the Y2K computer bug. Upgraded Amateur Radio equipment, which can be useful in case of incidents that disrupt communications.



Emergency Management staff with members of the Cambridge Auxiliary Fire Department (CAFD) at the scene of a two-alarm fire in east Cambridge. Pictured (left to right): Director David O'Connor, Matt McGovern, Matt McDonald, Brian Herman, Lt. Bill Hugh (CFD) and Joe Johnston.



The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. Though the Finance Department oversees the Budget, Assessing, Purchasing, Management Information Systems, Personnel and Auditing functions, these departments are located alphabetically in this annual report and include separate overviews and highlights.

***The Administration, Revenue and Treasury Divisions, which also fall under the management of the Finance Department, are included below:***

## **Administration**

The Administration Division provides leadership to the operating divisions of the Department, as well as policy direction for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

## **Revenue**

The Revenue Division is responsible for collecting and recording all of the City's receivables in a timely and accurate manner and providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues more than 250,000 bills and notices and processes over \$250 million in receipts. The office files for title accounts and works with the Law Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

## **Treasury**

*The Treasury Division is comprised of two cost centers: Cash Management and Payroll.*

Cash Management is responsible for all of the City's banking, including the banking services contract; identification of all wire transfers into City bank accounts; investment of City cash; management of the City's trust funds; reconciliation of all cash; timely payment of all debt service obligations; and prompt payment of all approved obligations to vendors and contractors.

Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. It is also

responsible for: paying federal, state and medicare withholding spending arrangements; health and life insurance, deferred compensation; retirement; MBTA pass purchases; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes over 10,000 W2s and 1099s.

## **Highlights and Accomplishments**

- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of six cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Successfully implemented a new financial system for purchasing, accounts payable and the general ledger for the City and School Department.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 15th consecutive year.
- Collected 100 percent of the net real estate tax levy and personal property tax for FY00.
- Collected \$1,803,182 in principal and \$817,820 in interest on property in tax title. Overall, the outstanding balance in tax title at the end of FY00 was reduced by \$1,076,549 from FY99.
- Issued \$36,300,000 in General Obligation Bonds to finance various projects throughout the City.

# Fire

Gerald Beardon, Fire Chief  
491 Broadway, Cambridge • 617.349.4900

While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today.

Charged with protecting the sixth most densely populated City in the country, the Department's area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response.

The Department also educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. The Fire Department's motto is: "Our Family Helping Your Family."

## **The Cambridge Fire Department has five divisions:**

### *Fire Suppression*

This division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. It also conducts annual fire hose tests, pumper service

tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

### *Fire Prevention*

This division works on fire prevention efforts by educating building owners, shopkeepers, and other members of the public in fire safety. It also protects the public by enforcing high rise sprinkler laws, and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes, and theaters.

### *Training Division*

This division strives to field the best trained firefighters possible, and to ensure that all members of the Department carry out their duties in a safe manner. To that end, it provides firefighters with CPR defibrillator, EMS, and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division's responsibilities.

### *SARA Office*

Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe use and storage of hazardous materials and incident mitigation training. The SARA office also conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. It also coordinates the Local Emergency Planning Committee (LEPC), which assures that city, regional and state public safety organizations respond to emergencies in a coordinated manner. Cambridge is one of only two cities in the Commonwealth of Massachusetts with a certified LEPC.

### *Technical Services*

This division provides invaluable support services, from maintaining and modernizing equipment and buildings, to procuring and maintaining communication equipment for all City departments. It also supplies the mechanics that provide high quality repair to fire equipment, and prepares specifications for renovation and major system repairs to Fire Department buildings.

## **Highlights and Accomplishments:**

- Received Insurance Service Organization (ISO) certification as a "Class 1" fire department making it one of only 32 nationwide to attain this status.
- Replaced all suppression units with 800 MHz portable



Cambridge Firefighters moving in with hose on Jet Fuel Fire Drill, Logan Airport.



# Fire

Page 2 of Fire

radios, that operate on a newer software platform than the previous radios.

- Replaced a 1978 Pumper located at Engine Company 8 at the Taylor Square station with a new 1999 Pierce custom 1250 GPM pumper. Purchased a Special Services Unit for the Harvard Square Station. The 1999 Pierce Encore vehicle has a large capacity breathing air system to supply and refill the air bottles used by the



**M.I.T. lab worker injured in explosion being removed by EMTs and Fire Rescue.**



**Cambridge Fire Department Dive Team at Fresh Pond Certification drill. Temperature was 9 degrees.**

firefighters. The truck has a 12,000 pound winch, a 25-kilowatt generator, telescoping light tower, and can carry additional specialized rescue equipment.

- Purchased two 1999 Chevrolet Tahoes with four-wheel drive assigned to the Division Deputy Chiefs. These larger vehicles allow for additional equipment and facilitate responses in severe weather conditions.

- Hired 11 new recruits.

## General Services

General Services acts as a centralized point for budgeting mailing, printing and telephone expenses for all City departments. The printing and mailing budgets are managed by the Purchasing Department and the telephone budget is managed by the Electrical Department.

The Mailing division is responsible for processing postal mail for all City departments and for distributing inter-departmental mail. This past year, a high quality mail processing machine was purchased to ensure the timely processing of City mail and provide a more effective tracking capability.

The Print division is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for printing several major City documents, including the Annual Budget, as well as producing and printing numerous pamphlets, forms and booklets.

The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments. This division continues to work with vendors to improve the quality of service provided and to maintain or reduce overall costs. This year, the existing telephone contract with Verizon was renegotiated, resulting in additional savings to the City.



**Mail and Print Shop Staff.**



# Historical Commission

Charles Sullivan, Director  
831 Massachusetts Ave., Cambridge • 617.349.4683

The Cambridge Historical Commission administers one of the oldest and most comprehensive municipal preservation programs in the country, protecting over 2,900 buildings in two historic and three neighborhood conservation districts, and 20 individual landmarks. In FY00, over 300 designated properties were reviewed. The Commission also reviews demolition applications for buildings over 50 years old and delays demolition on significant buildings in an attempt to find a preservation alternative; 38 applications were reviewed.

The Commission oversees historic public areas, such as Longfellow Park, where an extensive restoration project is nearing completion, and the Revolutionary-era Fort Washington, where interpretive signs will soon be installed. Through the Commission's Preservation Grant

program, eight grants between \$2,000 and \$5,000 were awarded to homeowners and housing agencies for exterior rehabilitation. Each spring, the Commission honors exceptional historic preservation, restoration, and renovation projects at its annual Historic Preservation Recognition Program.

The Commission is a valuable source of information on preservation issues and the City's architectural and social history. Last year, staff met daily with homeowners, developers, and neighborhood groups to explore historic preservation options and offer technical advice on building issues and historic paint colors. Fifty educational and informational programs were presented to more than 1,600 children and adults.

Almost 400 researchers visited the library and archives; staff responded to over 600 telephone, mail, and e-mail inquiries.

## Highlights and Accomplishments

- Completed design review and supervised restoration of the Read Block, Grendel's Den, and Chapman Heirs house in Harvard Square, as well as 22, 24, and 26-28 Garden Street in Arsenal Square. The Commission also funded the restoration of the façade of 573 Massachusetts Avenue (formerly the Central Square Theatre) and oversaw the restoration of the tower of Memorial Hall.
- Supported affordable housing at eight sites in Cambridge with Preservation Grants. Projects included 210 Otis Street (8 units), 273 Harvard Street (Harvard Place, an assisted-living facility of 21 units), and 59 Norfolk Street (8 units).
- Conducted a neighborhood conservation district study for the Marsh neighborhood, an area of mid to late 19th-century cottages west of Harvard Square.
- Reviewed construction of Knafel Center for Government and International Studies in the Mid Cambridge Neighborhood Conservation District.
- Completed a proposal for a Harvard Square Historic District based on over two years of work by a committee of Commission members and citizens.
- Expanded an award-winning publication program to include a focus on neighborhood oral history.
- Created a new Historical Commission web page and continually updated it with information on Cambridge history, meeting schedules, and resources for researchers.



**Farwell-Read Block, 1380-1392 Mass. Ave, 6-14 Boylston St. before (top) and after (bottom) renovation.** These four buildings dating from c. 1780 to c. 1820 were unified behind a single façade in 1896, but 100 years later were in need of extensive renovation. Designated a City Landmark in 1997, the Farwell-Read Block reopened in 1999 with its façade and original paint colors restored.

credits: top, Cambridge Historical Commission, c. 1978; bottom, Peter Vanderwarker Photographs, Courtesy of Cambridge Savings Bank



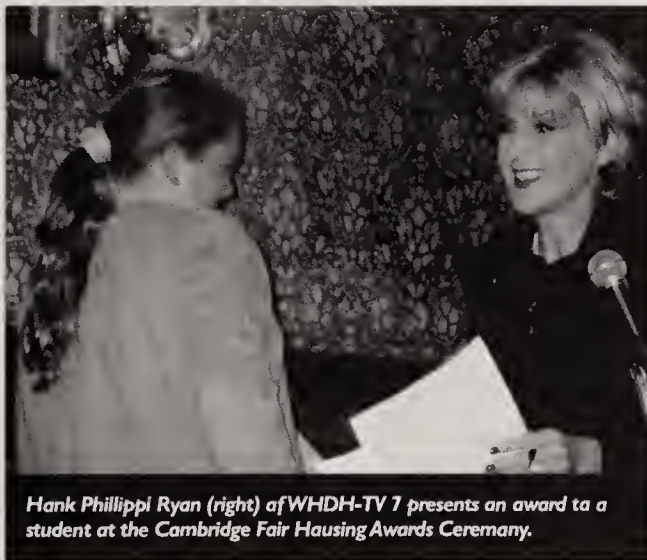
# Human Rights Commission

Quoc Tran, Director  
51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission's (CHRC) mission is to enforce the local law, which prohibits discrimination in Cambridge. The Commission is empowered to receive, investigate, mediate, and initiate complaints of discrimination in housing, employment, education and public accommodation as well as Civil Rights Act violations. It also strives to educate the public including school-aged children and City employees about their rights and responsibilities under the law.



*Best Practices Award from HUD: (left to right) Quoc Tran, Executive Director; Marcia Braithwaite; Mary Lou Crane, Secretary's Representative for HUD's New England Region; CHRC staffers Carmen S. Negron and Sanja DeWitt.*



*Hank Phillip Ryan (right) of WHDH-TV 7 presents an award to a student at the Cambridge Fair Housing Awards Ceremony.*

## Highlights and Accomplishments

- Won a national Best Practices Award from the U.S. Department of Housing and Urban Development (HUD) for its series on Race Dialogues. The Commission was one of 300 organizations, out of 3000 nominees, to receive this award.
- Implemented a mediation procedure to try to resolve complaints through mediation as opposed to going to an outside agency. As a result, the number of cases amiably mediated before a finding is made, has been substantial.
- CHRC now has the authority to investigate complaints where all parties are represented by attorneys pursuant to the Massachusetts Commission Against Discrimination's (MCAD) new Rules and Regulations. This conferral recognizes the Commission's ability to investigate complaints that involve complex legal issues and will enable the Commission to receive more cases from MCAD, thereby generating more state funding.
- The Commission also received a significant increase in funding from HUD for education, outreach, testing and training programs. Concurrently, after a period of negotiation, the Commission also received a new work-sharing agreement with MCAD in which the previous financial cap was lifted.
- Two Commissioners were presented the MCAD Annual Award in recognition for their contributions to Civil and Human Rights in the standards of Dr. Martin Luther King, Jr.

# Human Services

Jill Herold, Assistant City Manager for Human Services  
51 Inman St, Cambridge • 617.349.6200

The Department of Human Service Programs (DHSP) provides a breadth of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council, and ultimately, the residents of Cambridge. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged kids to homeless parents, from non-profit organizations to local employers. Residents participate in the work of the department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces, and committees, as well as consumers of services.

DHSP services provided directly to the community include:

- *Neighborhood based educational and enrichment programs for children and adults*
- *Recreation, youth and senior programs*
- *Fuel assistance*
- *Substance abuse prevention programs*
- *Job preparation and matching*
- *Classes for adult basic education, literacy, and English as a Second Language*
- *Housing search and casework services to homeless and at-risk individuals and families*
- *Haitian services*
- *Pre-school and after-school child care and family support programs.*



Students at the Morse Pre-School.

In addition, the department brings non-profit and community-based organizations together for planning, coordination, and technical assistance, funding many of these agencies through service contracts. During the past year, DHSP joined with others in the community to examine major issues and to develop effective programmatic responses. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children project and the Welfare Reform Task Force, and worked closely with the School Department on implementing extended day programming to meet the needs of Cambridge students and their families.

## Highlights and Accomplishments

- Served 86,551 meals in 34 sites throughout the city during the Summer Food Service Program.
- Expanded usage of the Senior Center Food Pantry by seniors of various ethnic and cultural backgrounds through targeted outreach designed to overcome cultural barriers.
- Expanded services to visually and hearing impaired seniors, making programs more accessible.
- Provided literacy services to homeless adults through computer, math and individualized reading classes.
- Increased employment and referral services to public housing tenants through collaboration between the Cambridge Housing Authority and the Cambridge Employment Program.
- Expanded a workplace education program to provide English as a Second Language classes to employees in the Harvard Square Business area.
- Through a committee of the Cambridge Adult Employment Alliance, conducted the first annual assessment of the educational needs of Cambridge adults and out of school youth.
- With the School Department, implemented a pilot Harrington Extended Day Program serving 140 children, providing them with academic support and enrichment activities and providing English as a Second language classes for parents.



# Human Services

## **Department of Human Service Programs Divisions:**

### **Office of Workforce Development**

The Office of Workforce Development (OWD) is charged with expanding employment and training opportunities for Cambridge adult and youth residents and providing ongoing assessment of, and response to, the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them. OWD streamlines access to information about employment and training resources for residents and employers; coordinates service delivery through collaborative planning and program development; and creates opportunities for youth and adult residents to develop career pathways.

- Through the Cambridge Employment Program (CEP), placed 170 residents in jobs or education and training programs. Expanded services through a partnership with the Cambridge Housing Authority.
- Convened the Jobs Consortium through which local job developers shared over 600 job leads.
- Worked closely with community partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site.
- Managed contracts with local community-based organizations for employment and training services (including Just-A-Start's Biomedical Training Program) and oversaw construction monitoring under the Cambridge Employment Plan Ordinance and First Source hiring agreements.

- The Mayor's Summer Youth Employment Program served over 400 youth providing them with summer jobs and increasing participants' skills and employability by expanding career/college readiness activities.

### **Planning and Development**

- The Department's planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.

- Provided leadership and staff support to the City's Complete Count Committee appointed by the City Manager to ensure the accuracy of the U.S. Census 2000 count and to ensure inclusion of hard to enumerate groups.

- Gave technical assistance to agencies seeking funding from many sources, and coordinated the processes for agency proposals for funds which flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing Program.

- Through the Grants Management unit, administered outgoing contracts for a variety of community services such as youth and family services programs, domestic abuse and violence prevention, homelessness prevention and services, food pantry services and programs serving elders and disabled persons. During the past year, the Division administered more than \$4.5 million dollars in federal, state and other grants to provide these services.

### **Multi-Service Center For The Homeless**

The Multi-Service Center (MSC) serves the homeless and those at risk of homelessness through direct case-work and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men and women in partnership with the YWCA and YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. With housing costs continuing to rise, staff saw an increase in people seeking services last year. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 150 individuals in transitional housing
- Placed 175 in permanent housing
- Helped 75 individuals and 75 families maintain their current housing
- Assisted 90 families in locating new housing

# Common Light:

Cambridge 2000

"City of Light" Millennium Celebration

January 22

The Beaconing



May 13

Light Parade



September 23

Skyward Light

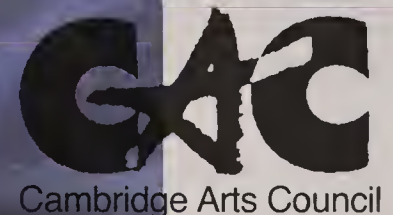
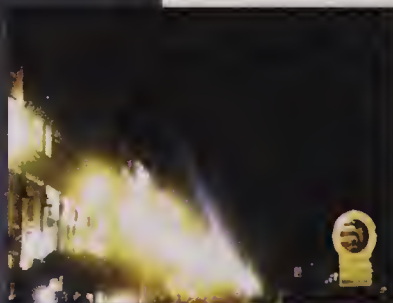
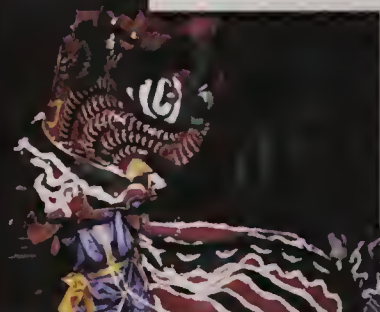


December 7

Illuminated Word

Home to many inventions involving light, Cambridge celebrated the millennium as the "City of Light" through the creation of four major lighting events during each season of the year. The Cambridge Arts Council coordinated the project and commissioned Spectaire, a group of seasoned light artists, to develop these grand light installations, collectively called Common Light. Individually, they were called The Beaconing, The Light Parade, Skyward Light and Illuminated Word.

In addition, the facade of City Hall was illuminated at night for the very first time in the building's 110-year history. Other millennial projects included Curious Doings in Cambridge Crosswalks, to promote pedestrian safety, and the creation of quarterly calendars highlighting 2 thousand things 2 do in 2 thousand.







## Danehy Park Family Day:

One of the largest City-sponsored events, Danehy Park Family Day attracts thousands of people annually and offers something for everyone. Attendees enjoy a variety of live music, children's games and activities, amusement rides, food, arts and crafts, and so much more.





# Human Services

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Services

## Cambridge Prevention Coalition

The Cambridge Prevention Coalition (CPC) was created in 1990 to address the issue of rising substance abuse among city youth. The Coalition's primary focus involves securing major federal and state grants to help fund its prevention strategies and educational initiatives. The CPC also provides substance abuse prevention services to middle grade students and parents and substance abuse education to health care professionals.

- In order to reduce youth access to alcohol, the CPC and the Cambridge License Commission implemented an environmental strategy to address community norms and underage access to alcohol.
- The CPC piloted the Life Skills Training Program in the sixth grade classes of four Cambridge elementary schools. This program is an example of science-based prevention and is cited as an effective tool for reducing substance use among youth.
- Developed and launched a new server training program for alcohol servers and sellers. This program included outcome measures and was specifically tailored to Cambridge establishments.

## Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with other City departments. Other ADA efforts include facilitating requests for reasonable accommodation from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors.

- Provided technical assistance and over 100 training sessions to City departments and staff.
- Responded to over 1,200 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program, and the Recycling Bin Carrier and Exemption programs.

## The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive, local response to the needs of Cambridge children and their families. It is comprised of parents, community members, top City officials, and representatives of universities, businesses, philanthropies and community organizations. A major focus of the Kids' Council is to guide the development of the Cambridge Agenda for Children. This project brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to develop a plan to ensure that Cambridge children are healthy and successful in school, and live in strong supportive communities.

- Oversaw the development of action plans to achieve the initiative's two priority goals: 1) Children and their families will be able to read; and 2) Children and youth will have access to supervised activities in nurturing and safe environments at all times.

## Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 14 Community Schools, program directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, four extended day programs with the School Department, full-day summer and vacation camps. Community Schools run programs such as Summer Arts in the Park, cultural and social family events, such as Black History Family Night and children's performances in music, dance, and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge.

- Over 1000 classes were offered for children and adults along with numerous family and senior trips
- Over 65 Arts in the Park events were presented.
- Served 900 children through summer camps. (Tuition assistance is provided and 35 percent of the children were eligible to receive scholarships).
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 7th successful Night Out Against Crime, attracting more than 2000 participants.



# Human Services

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Services

## Youth Programs

The Cambridge Youth Program serves pre-teens at five youth centers located in various parts of the City. The goals of the program are to enrich the lives of youth (ages 9 to 19) by promoting leadership skills, providing academic support, recreational activities, and by providing a safe and fun place to grow. A diverse and multi-talented staff is available to provide direct service, enrichment activities and mentorship to participants in the program.

- Completed a program assessment and significantly expanded staff for each of the youth centers.
- Focused on staff recruitment/training and program planning and development.
- Co-sponsored with City Year a February Vacation Camp for pre-teens; provided leadership and significant staff support for the February Night Stop vacation program for teens.
- Sponsored a new youth appreciation day.

## Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of city-wide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and city-wide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors children's activities at neighborhood parks and playgrounds and the



14th Annual CityRun road race.



Cambridge Youth Games.

Gold Star Pool, as well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs. Staff is involved in various open space initiatives, including the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Green Ribbon Committee.

- Completed planning for the expansion of recreational opportunities at Danehy Park with the addition of a new upgraded 400-meter running track. Plans also include systematic improvements to the extensively used fields to ensure quality-playing surfaces.
- Successfully managed the 13th annual CityRun road race raising approximately \$16,000 for the Friends of Cambridge Athletics. The race, which attracts over 700 runners, was named one of the top 100 road races in New England for 1999 by New England Runners Magazine.
- Sponsored 175 youth and 55 adult recreation and swimming classes.
- Provided support to Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League

# Human Services

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Services

Baseball, Babe Ruth Baseball, Youth Soccer, Youth Hockey, Shoot Straight Basketball and Pop Warner Football

## **Thomas P. O'Neill, Jr./Fresh Pond Golf Course**

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course will be implementing the recommendations from the Fresh Pond Natural Resource Stewardship plan, which will result in establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

- Over 60,000 rounds of golf were played at the course.
- Instituted a successful free weekly junior golf lesson program serving 50 youth this year.
- Hosted a recent U.S. Public Links Ladies Qualifying Tournament.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.
- In conjunction with the Massachusetts Golf Association and Harvard University, staff initiated a weekly off-season youth golf lesson program.

## **Council on Aging**

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. At the City-Wide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Substance Abuse Services for Seniors (SASS) program, for example, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle bus that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's group, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical well-being. Groups of seniors from diverse ethnic backgrounds meeting regularly at the Senior Center, include Asian, Haitian, Russian and African American seniors. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a City-Wide Advisory Committee meets regularly with staff to provide input.

- Provided information and referral services to over 2,800 seniors.



*Pauline Paris and Clara Katz at the Citywide Senior Center.*

- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 500 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.
- In addition to being open on weekends for meals and casual drop in, began to offer classes on Saturdays in response to requests from many seniors.
- Reached out to seniors through active promotion of services and through distribution of 4,000 copies of a monthly newsletter.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 4,500 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.



# Human Services

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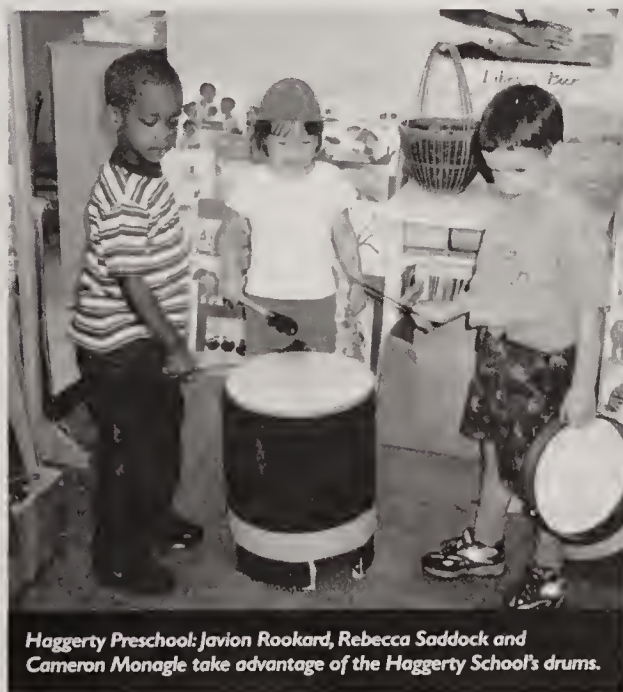
- Breakfast and lunch are served daily and over 30,000 individual meals were served last year

## Child-Care and Family Support Services

The Child-Care and Family Support Services Division offers residents the services of 12 Massachusetts Office for Child-Care Services licensed childcare programs (five pre-school and seven school-age programs). School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school day curriculum. The programs located at the Fletcher, Morse and the Maynard Schools serve children in grades K-4 and the King and Graham and Parks Programs serve children in grades K-2 & 3-6. Enrollment options include two, three or five days per week. The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Of the five existing Pre-School programs, four, located at the King, Longfellow, Morse and Kennedy Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program.

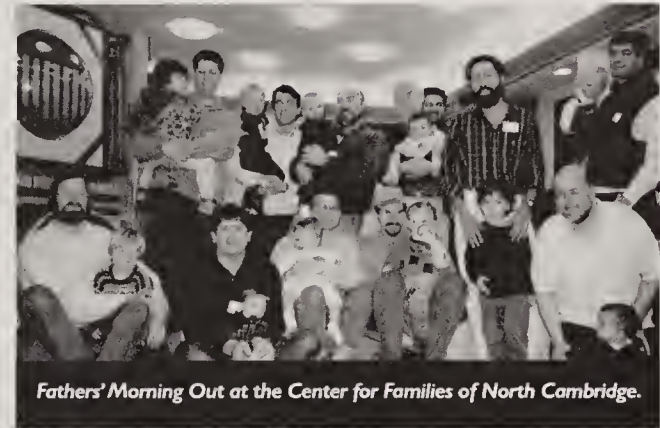
Inclusionary practices are strongly supported through collaboration with the Bureau of Pupil Services of the Cambridge School Department. Linkages are also made to the elementary school curriculum wherever possible. The program is enhanced by the presence of student interns from local colleges, a practice that also aids in recruitment of new staff.

- Served approximately 300 children daily, more than



*Haggerty Preschool: Javion Rookard, Rebecca Saddock and Cameron Monagle take advantage of the Haggerty School's drums.*

half of whom received full or partial subsidy or scholarships through the state or the City.



*Fathers' Morning Out at the Center for Families of North Cambridge.*

## Center For Families

The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in Playspace Central, an off-site drop-in center. An elected Community Advisory Council representing the North Cambridge neighborhood oversees the program. The Director of the Center is supported by funds equally from the Cambridge Health Alliance, the School Department and the City. Operating costs are supported by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund.

- Provided information and assistance in finding resources to over 150 families.
- Provided parent education and support groups to more than 200 families.
- Provided family activities at Playspace to more than 250 families.

## Community Learning Center

The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes in the following areas: English as a Second Language, citizenship preparation, literacy, GED preparation, the Adult Diploma Program and the Pre-College Bridge Program. The core program includes seven levels of English as a Second Language classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults

# Human Services

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Services



*The U.S. Department of Education presented the Community Learning Center (CLC) with the Secretary's Award for Outstanding Adult Education and Literacy Programs. It was one of only 10 awards given out nationwide. Holding the award are Jan Paschal (left) the Secretary of Education's Regional Representative and Mina Reddy, Director of the CLC. They are joined by City administration and staff, elected officials, and CLC volunteers.*

based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer.

Of the students served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to also provide family literacy programs, outreach and classes for special populations including the homeless, public housing residents and

welfare recipients, an intensive pre-vocational program, teacher training, workplace education and the development of public health and civic education curricula.

- CLC was named one of 10 national winners of the Secretary's Award for Outstanding Adult Education and Literacy Programs, sponsored by the U.S. Department of Education.

- Provided adult basic education classes to more than 1,100 adults.



# Inspectional Services

Robert Bersani, Commissioner  
831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is primarily responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. These responsibilities include the administration and enforcement of the building, electrical, plumbing/gas, and mechanical codes together with articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. In addition, a major and highly visible function of the department is the enforcement of the City Zoning Ordinance and the provision of staff support to



ISD collaborated with state agencies to encourage homeowners and contractors to donate used or surplus building equipment to the Building Materials Resource Center (BMRC), a local non-profit. They, in turn, sell it for a modest fee to eligible low-and moderate-income homeowners.

the Board of Zoning Appeals.

## Highlights and Accomplishments

- Successfully managed a workload peak equivalent to \$.85 billion in construction activity without an increase in staffing.
- Implemented a program to inspect multi-family structures on a cyclical basis as required by the State Building Code. Increased efforts to ensure that Department of Public Health regulations for swimming pools and day camps for children were fully complied with.
- The Department's sanitary inspectors completed state training and related preparations for the implementation of the U. S. Public Health Service Food Code as the new inspection standard for food handling establishments.
- Substantially improved customer service with the renovation of the record storage area to include a high density filing system and purchased equipment to convert plan file storage to computer disk.
- Completed upgrades to employee work space and customer reception areas.

# Law Department

Russell Hixley, City Solicitor  
City Hall • 617.349.4121

Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. It currently employs eight full-time attorneys, one part-time attorney, an office manager, one administrative assistant, one clerk-typist, and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

## Highlights and Accomplishments

- Continued primary function of handling nearly all of the City's litigation in-house.

- Focused significant resources on analysis, review, and advice on:
  - Major proposed zoning amendments relating to large project developments, implementation of IPOP and zoning moratoria
  - Library siting issues
  - Neville Manor Nursing Home
  - Housing matters, including preservation of long-term affordability for expiring use buildings, the proposed condominium conversion ordinance, and Harvard's loan to the City to support affordable housing
  - Public Works projects, including sewer and storm drain separation and development of a siting policy for utilities
  - Environmental review and analysis of various projects
  - Cable television franchise matters, including existing license transfer, compliance, and renewal, as well as proposal to issue second franchise
  - Vehicle traffic issues, including truck regulations, traffic mitigation measures relating to development, and parking freeze regulations.
- Continued frequent outreach and training to various departments regarding legal issues affecting duties they perform and measures to improve risk analysis and control.

# Library

Susan Flannery, Director

449 Broadway, Cambridge • 617.349.4040

The value of a community's library is best measured by looking at its patrons: who uses it and the services they use. A well and widely used library reflects a proper balance of customer friendly, expert staff and quality services. Patrons of the Cambridge Public Library (CPL) and its six active neighborhood branch libraries are diverse in age, ethnicity, national origin, social and economic classes, educational level, interests and needs.

## Highlights and Accomplishments

### *CPL by the Numbers in FY2000:*

- 954,434 library materials loaned out (622,304 adults and 332,130 children's)
- 322,056 questions asked in person, by telephone, mail or Internet
- 61,348 specially reserved loans, including 31,330 items secured from other libraries
- 57,218 in-house computer sessions scheduled, a 19 percent increase.
- 17,151, the number of hours the seven library locations were open, providing tremendous accessibility
- 4,000 people used computers at the new Rotary Technology Learning Center
- 3,018 programs presented to 71,714 attendees

- Revised the library's Five-Year Strategic Plan.

- The Library Director and Trustees continued to work with City officials and community members toward the much needed goal of a larger Main Library building, adequate to meet the City's needs for library service in the new millennium.

- Digital Video Disks (DVD) became the newest library circulation service. While the video cassette collection will continue to be expanded, the demand for this newer technology is being met with a growing DVD collection at the Central Square Branch.

- Collaborated with the Cable Office to produce a 10-minute outreach video targeting people who are not normally library users and promoting the library's vast resources.

- Developed "Family and Story Hour Kits" containing books, audio and/or video cassettes, and suggestions for related activities for delivery to daycare providers. These kits were also available at the library branches.

- Throughout the library system, children from pre-school to 5th grade participated in TRACKS!, while 6th graders joined CRUISE!, the summer reading clubs supported by the East Cambridge Savings Bank. Altogether 1,054 children read 8,262 books and attended 184 programs. TRACKS offered programs sponsored by the Harvard Museum of Natural History, the Museum of Science, and the Dance Complex. A park ranger, a veterinarian, a beekeeper, an artist, and a magician were featured among the program presenters.

- No report of the past year would be complete without reference to the "Harry Potter phenomenon," a delight to librarians and all who wish to encourage children's reading. No library event was more popular than the spring "Harry Potter Fair." Even adults have been led to explore and enjoy anew the delights of children's literature.

- The Children's Room of the Main Library was redecorated and named The John A. P. Good Youth Room, honoring the memory of this long-term trustee of the library and recognizing his commitment and love to youth and the library.

## Branch Highlights

- The Central Square Branch surpassed its goal of increasing circulation by 1,000 loans, actually increasing by 2,757 loans. Programming increased by 12 percent and audience attendance by 10 percent to 21,518. Over 6,000 people used the branch's personal computers. The Literacy Program worked with 29 new and returning students.

- Reference librarians at the Rotary Technology Center presented 160 programs on Internet skills to 1,436 individuals, and also developed a new intermediate class in response to patron requests for instruction beyond the basics.

- At the O'Connell Branch, circulation rose by seven percent and children's program attendance by 31 percent. The Chinese Story Hour for children, unique in the greater Boston area, attracts a wide audience and represents growing interest in the branch's services by Chinese speaking families.

- Librarians joined the family and friends of Kathleen Nickerson at the Boudreau Branch to commemorate this valued branch patron through the contribution of a rocking chair and funds for books in her memory.



Young readers reading in the Nickerson Chair at the Boudreau Branch.



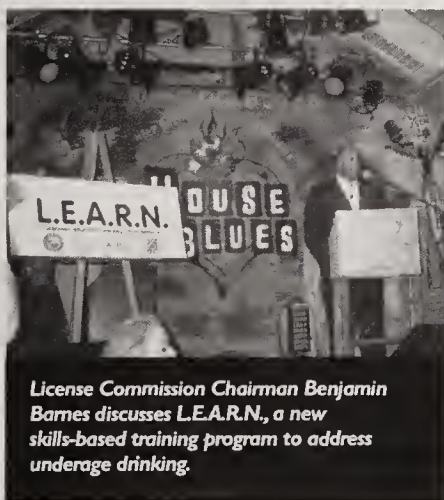
# License Commission

*Benjamin Barnes, Chairman*  
831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chairman, the Fire Chief and a Police Department representative, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants and other individuals or establishments in the city. These include inn holders, lodging houses and dormitories, garages, shops and sales, hackney carriages and drivers, open air parking lots, entertainment, fortune tellers, raffles and bazaars, festivals and carnivals, used car dealers, peddlers and vendors, jitney and livery/limousine operators as well as waste disposal companies operating in Cambridge.

The front office staff continued to dedicate much of its time renewing and issuing annual and special one-day licenses that accounted for over \$1.6 million in revenue, funding the complete cost of operations for the commission's office and field staff. This helped offset the

indirect costs associated with licensing regulation, such as emergency response to licensed establishments and events. The investigative staff responded to a multi-



tude of complaints filed against both licensed and non-licensed establishments.

## Highlights and Accomplishments

- Collaborated with the Cambridge Prevention Coalition, the Cambridge Licensee Advisory Board and Mothers Against Drunk Driving to launch the Licensee Education and Regulatory Network (LEARN) Program, a skills based training program to address underage drinking. Ultimately, 5,000 alcohol servers in Cambridge will receive training.
- Revived the Cops In Shops Program which places undercover police officers in packaged goods stores to detect whether underage individuals were trying to purchase alcohol or whether adults were attempting to purchase alcohol for minors.
- Worked with the Taxicab Subcommittee, which focuses on issues important to this industry and its customers, and developed a taxicab rider survey program. Obtained a pledge from the City to fund a taxi industry needs assessment on customer service concerns.
- Met with MIT officials to coordinate efforts to reduce underage consumption of alcoholic beverages, with particular emphasis placed on dormitories and fraternity houses.
- Participated with other City agencies in using the Hansen Customer Service software to better coordinate and expedite customer service efforts.

# Management Info. Systems

*Thomas Mahofsky, Director*  
831 Massachusetts Ave, Cambridge • 617.349.4140

The Management Information Systems (MIS) Department provides centralized information technology to approximately 925 users working in 42 departments located in 40 municipal buildings. MIS develops and supports enterprise-wide municipal computer applications. The largest of these applications includes the Finance and Payroll systems. Other applications include personnel, customer service and permits. The Department has directed the installation of a fiber optic network and developed the technology to link hundreds of users with each other, with centralized applications, and with the World Wide Web. In addition to acting as a technical consultant to other departments, MIS is serving as project manager for the implementation of Hansen, a cus-

tomers service work order and infrastructure management system. It is also providing implementation services to the PeopleSoft HR and Financials project.

## Highlights and Accomplishments

- Successfully concluded two-year Y2K compliance effort that resulted in the achievement of no interruption of any MIS applications or technological components.
- Configured and installed the server/hardware infrastructure for the implementation of PeopleSoft.
- Completed additional Web based GIS Maps.

# Mayor's Office

Anthony D. Galluccio, Mayor  
City Hall • 617.349.4321

The Mayor is elected with a simple majority vote by the City Council from among its membership. Coterminous with the Council session, the Mayor serves a two-year period of tenure and is the Chairperson for both the City Council and the School Committee. As the primary political representative of the City, the Mayor is responsible for providing leadership to the community.

Mayor Anthony D. Galluccio was elected by his peers on February 14, 2000 and has established the Mayor's Office as the primary resource for citizens seeking assistance and for the answers to numerous inquiries about issues including: City programs; housing; job search assistance; and general concerns regarding City services.

The Mayor and the Mayor's staff organize and sponsor diverse citywide public events and celebrations throughout the year. For many residents, the Mayor's Office is a principal point of access to City government for community and civic groups. Additionally, the Mayor is the City's official receiver of visiting dignitaries and distinguished visitors.

## Highlights and Accomplishments

- Established office priorities and appointed staff with a goal of addressing those priorities.
- Made all required mayoral appointments.
- Mayor Galluccio actively participated in the successful negotiation of the Teachers' Union contract.
- Broadened the Mayor's staff's ability to assist members of the public seeking assistance in housing, schools, employment, youth services, immigration services, and other government related services.
- Met with 8th grade students at every school in the city.
- The Mayor actively recruited youth to participate in the Mayor's Youth Summer Employment Program with a goal of increasing participation from the previous year by at least 10 percent.



Mayor Anthony D. Galluccio and Mary "Tiny" James at the Citywide Senior Center.



The Mayor's Staff.



# Peace Commission

Cathy Hoffman, Director

51 Inman St., Cambridge • 617.349.4694

The Cambridge Peace Commission's mission is to promote peace making within Cambridge, at the personal, neighborhood and city-wide level.

Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge the forms of violence which are rooted in prejudice, injustice and war. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs that build understanding, community cooperation and social justice. It acts as a link between peace groups, initiatives for justice, local communities and the municipal government.

The Commission devotes special attention to the concerns of violence among young people by supporting youth and the schools through creative programs that might prevent further violence.

## Highlights and Accomplishments

- Responded to school violence problems by working with the Peaceable Schools Group (Lesley and Wheelock Colleges and the Cambridge School Department) on the annual Urban Peaceable Schools Institute that reached 165 teachers with workshops, speakers and skills to build multicultural, safe, equitable and democratic classrooms.
- Collaborated with School Department personnel and community agencies to revitalize a Violence Prevention Network geared towards addressing school violence and supported a Middle Grades Network on substance abuse and violence prevention. Provided a four-session workshop on Bullying, Harassment and Homophobia to 7th and 8th grade students at the Tobin and Kennedy Schools, including a program for middle school teachers at the Kennedy School.
- Worked with youth to build peace-oriented alternatives to violence through a partnership with AFSC for a six-week summer Peace and Justice Institute for CRLS students. Coordinated the 7th annual Youth Peace and Justice Corps, a project in which a multi-racial group of high school students with college and adult staff create a community for awareness, activism and a positive vision for social justice.
- Continued efforts to foster community peace by organizing the Fifth Annual Peace and Justice Awards Dinner, which recognized the contributions of 23 individuals and groups for their work at the neighborhood, school, local or national level. Coordinated the first Sing Out for Peace and Justice with diverse performers and a musical program for children.
- Collaborated with others to organize the 10th annual Holocaust Commemoration program "That Which Was Lost" and related programs on homosexuality and the Holocaust.
- Supported the Cambridge El Salvador Sister City project by co-leading a delegation of CRLS students and teachers to spend 10 days in Cambridge's sister city to bring attention to the situation in El Salvador. Sponsored two events for the 20th anniversary of the assassination of Msgr. Romero and the 10th anniversary of the killing of the Jesuit priests.
- Sponsored educational evenings on Palestine and Colombia. Initiated a petition signed by more than 1,900 citizens calling for the removal of US military bases from Okinawa.



Summer Peace and Justice Institute youth emceeding a rally against nuclear weapons.

# Personnel

Michael Gardner, Director  
City Hall • 617.349.4332

The Personnel Department coordinates City employment practices and employee development activities for civil service and non civil service employees; negotiates and administers collective bargaining agreements with municipal employee unions; and administers health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state and local laws.

The department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. It also responds to requests for information on statewide civil service exams and for access to public records.

City employees interact with Personnel staff on a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, grievances, disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The department also provides assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

## Highlights and Accomplishments

- Improved recruiting outreach efforts through increased participation at local events and career fairs.
- In conjunction with the subcommittee on diversity, defined and implemented consistent practices for hiring employees into managerial and professional positions.
- Implemented a human resources/payroll system using PeopleSoft software, avoiding Y2K problems and resulting in more efficient and flexible reporting.
- Provided development and learning opportunities by expanding internal training programs for employees and by providing extensive support for external training.
- Developed and completed study of estimated prospective costs of future retirement health liability for active employees.



*During an orientation tour set up by Personnel, Deputy City Manager Richard Rossi (center) gave a historical talk about how a former City landfill became one of our greatest areas of open space...Danehy Park. They are looking at a sample of artificial field turf that will be installed in one of the soccer fields in spring 2001.*



# Police

Ronnie Watson, Police Commissioner  
5 Western Ave., Cambridge • 617.349.3300

The Cambridge Police Department is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The Department uses modern approaches and techniques to decrease crime and improve the delivery of services to the community. A major goal of the Police Department is to involve citizens and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

The 1999 reported crime index totaled 4,343 incidents, a 2.4% decrease from the 4,449 incidents recorded in 1998. Analysis reveals that violent crime decreased by 12.9% while property crime decreased by 0.7% in 1999 when compared to 1998 totals. The most notable decreases were in the crimes of rape (-56%), robbery (-20.7%), aggravated assault (-5.7%) and burglary (-18.4%). Auto theft (+8.6) registered the most notable increase from the previous year.

## Reported Crime Index:

	1999	1998	1997	1996
Murder	2	2	2	1
Rape	11	25	24	34
Robbery	165	208	176	227
Assault	348	369	370	381
Burglary	267	695	596	791
Larceny	2819	2753	2779	2973
Auto Theft	431	397	483	544
<b>TOTAL</b>	<b>4343</b>	<b>4449</b>	<b>4430</b>	<b>4951</b>

## Cambridge Police Department Divisions:

### Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a variety of tasks relative to the effective operation of the Police Department. Planning and Analysis has overall responsibility for the numerous functions related to data analysis, crime analysis, management information systems, grants administration and policy/procedure development.



The investigation of citizen complaints about the conduct of police officers and staff investigations, remain the primary responsibility of the Quality Control Section. The Detail Office is responsible for administering police details (officers hired during off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

## Highlights and Accomplishments

- The Crime Analysis Unit published the 1999 Annual Crime Report and Neighborhood & Business District Crime Profiles. The focus of the report is on the five target crimes the Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. Similar profiles were issued for the City's business districts. Neighborhood & Business Crime Profiles are updated and issued quarterly. Updated information is available on the Police Department's web page: <http://www.ci.cambridge.ma.us/~CPD>.

- The Crime Analysis Unit utilizes a set of systematic, analytical processes to identify evolving or existent crime patterns in the publication of a Daily Crime Bulletin that is distributed to the command staff and throughout the department. The major objectives of the Crime Analysis Unit are to increase the number of cases cleared

# Police

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through arrest, provide investigative leads for detectives, and establish operational data for management decisions concerning the deployment of resources by location and activity.

- The Quality Control Section sponsored and hosted an internal affairs conference that was attended by 24 officers representing nine other police departments. The agenda focused on a review of the historically reactive role of internal affairs units and the potential problems with this approach. Also discussed were the proactive initiatives that could be employed to counter these problems.

- The Public Information Office hosted a weekly show on Cambridge Community Television, which focuses on a variety of police related issues.

- The Public Information Office assisted in a number of community efforts including the Red Cross Blood Drive, the Federation of the Blind Walk-a-thon, the North Cambridge Crime Task Force's National Night Out Against Crime, the Cambridge Rindge and Latin High School's Mentor Program and the City Links Program.

## Operations Division

As the Department's primary and most visible staff resource, this division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations division is divided into Day and Night Patrol sections.

The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic and parking enforcement. Traffic supervisors are responsible for the safety of school children at various intersections and locations throughout the city.

The "Commercial Vehicle Enforcement Team" is comprised of five specially trained officers assigned to the Selective Traffic Enforcement Unit. The goal of the Commercial Vehicle Enforcement Team is to ensure the safe operation of commercial vehicles within the City of Cambridge, by enforcing applicable laws.

## Highlights and Accomplishments

- Targeted truck restricted roadways; conducted selective traffic enforcement; and enforced crosswalk violations.
- In a concerted initiative to address drug activity in City parks and near parking lots along major business districts, made numerous arrests during plainclothes operations.

- For the fourth year, the Department engaged in a

strategy of creating safe parks specifically during the summer months, by assigning officers to all City parks and playgrounds on days and evenings. Those parks that have historically been the site of reported crimes were particularly targeted. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in these locations.

## Criminal Investigation Section

The Criminal Investigation Section includes all investigatory functions of the Department. The Special Investigations Unit (Narcotics/Vice) is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. General Assignment detectives investigate all serious crimes committed within the city, including rape, robbery, aggravated assault, burglary and felony larceny.

## Highlights and Accomplishments

- The Domestic Violence Unit compiled and maintained a database on domestic violence incidents for tracking and analysis purposes. It also conducted follow-up investigations and/or victim/witness outreach in each of the 412 criminal cases handled during the past year. Sixty-seven percent of all reported domestic violence cases were brought forward for prosecution.

- A Peabody neighborhood series of housebreaks was solved with the September arrest of an individual accomplished through a fingerprint match. Some property was recovered.

- The Warrant Apprehension Unit cleared 171 felony warrants.

- Successfully investigated a nighttime residential burglary and sexual assault incident that alarmed neighborhood residents by making a timely arrest of a suspect.

- Investigated and closed a long running "after-hours" nightclub that had continually disturbed area residents.

- Investigated and brought criminal charges against a City-licensed massage parlor that served as a cover for a prostitution ring.

- Targeted the growing use of "designer drugs" among teenagers and young adults with investigations and seizures of Ketamine and Ecstasy.

- Achieved the second largest seizure of crack cocaine (266 grams) in the Department's history after an investigation and arrest of subjects involved in wholesale narcotics trafficking in the Central Square area.

- Targeted street level narcotics dealers in an effort to



# Police

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address the quality of life in the neighborhoods and consequently made 113 narcotics arrests, executed 15 search warrants, and seized over \$20,000 in cash proceeds from drug sales.



Officers Oral Bynoe and Mike Padua providing information at Danehy Park Family Day.

## Community Relations Section

The Community Relations Section conducts community outreach, forming partnerships with various groups and organizations to identify problems and develop solutions. Through these partnerships, crime watch groups have been established where none existed before. The Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention programs.

## Highlights and Accomplishments

- Coordinated the Neighborhood Sergeants Program, which assigns one sergeant to each of the 13 neighborhoods throughout the city. The sergeants are responsible for their geographic areas 24 hours a day. They hold approximately 30 police/community meetings a year designed to identify and resolve issues with the community and/or residents. This is one of the core programs, which promotes the philosophies of community policing.
- As part of an agreement with the School and Health Departments, the Cambridge Prevention Coalition (CPC) and CASPAR (Cambridge and Somerville Program for Alcohol and Drug Rehabilitation), the Police Department will phase out its traditional role at the elementary school level pertaining to substance abuse education. In its place will be a comprehensive multi-year substance abuse awareness program being taught by CPC and CASPAR modeled on a nationally proven sci-

ence-based Life Skills Training Curriculum. This partnership has allowed for the establishment of two full-time School Resource Officers dedicated to the elementary schools in addition to the School Resource Officer already at the high school.

- Utilized the Reverse 911 system very effectively on several occasions. This system, which provides electronic notification via telephone to residents within a certain area, was used successfully as a community alert during the aftermath of several crimes in specific areas.
- Seventeen projects were initiated utilizing the SARA problem-solving process. These projects included a variety of issues, such as public drinking, auto thefts, larceny, etc.
- Continued the Rape Aggression Defense Program, which teaches self-defense techniques to women.
- Partnered with other organizations in community events, including "National Night Out Against Crime" and "Nite Stop," a youth-focused program.
- Awarded 29 community mini-block grants to recognized community groups for various community events.

## Support Services Division

The Support Services Division administers staff processes and coordinates departmental support services for all units and sections within the Police Department. Support Services include training, property management, record keeping, court prosecution, identification and vehicle maintenance.

## Highlights and Accomplishments

- Provided specialized training to all police personnel in racial profiling and communications techniques.
- Through the concerted effort of the Department's Property Office, along with the Middlesex District Attorney's Office, over 150 rifles, 70 handguns and dozens of edged weapons associated with old cases or found property were presented for destruction. In addition, 20 old drug cases were researched resulting in destruct orders from the court to dispose of a substantial amount of drugs.

# Police Review & Advisory Board

Malvina Monteiro, Director  
831 Massachusetts Ave., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance to hear and decide complaints of misconduct filed by persons against Cambridge police officers.

## *The Role of the Police Review and Advisory Board:*

To provide for citizen participation in reviewing police department policies, practices and procedures.

To provide a prompt, impartial and fair investigation of individual complaints against police officers as well as complaints by departmental employees against the Police Department.

To ensure that citizen complaints against members of the Cambridge Police Department are met with in a timely, thoughtful, methodical and decisive way, and that its determinations are even-handed and result from unbiased investigations.

## **Highlights and Accomplishments**

- Responded to 87 informal calls, successfully resolving 23 complaints. Other complaints were either resolved informally, with the assistance of the Police Department, or administratively, through the efforts of the Board's Executive Director/Secretary. While the Board did not have jurisdiction, in many instances, it provided important referral services, thus helping to foster a sense that the City is accessible and open to the needs and inquiries of all in the community.
- Held four full hearings, nine investigative hearings and five public meetings.
- Reviewed significant policy issues and made recommendations as appropriate.
- Recommended changes to the Police Department's Rules and Regulations regarding suicide screening prevention of arrestees.
- Continued discussions regarding changes to the CPRAB Ordinance and Rules and Regulations to strengthen the complaint process to meet the public's expectations.
- Recommended training for a particular police officer on the issue of Racial Profiling.
- Continued leadership roles in Civilian Oversight field, both nationally and internationally and monitored legislative issues similar to CPRAB's mission.

- Continued efforts to mediate complaints and improve police communication

## **Training and Community Outreach Highlights**

- Police academy in-service training sessions on several topics including Communication Strategies, Domestic Violence, Child & Elder Abuse, Crime Prevention Issues, and Traffic Stops and Racial Profiling.
- Lecture forums, such as "Blood, Black & Blue," "Law Day" and "Know your Rights," focused on the issue of institutionalized racism within the criminal justice system.

## **Goals for Calendar Year 2001**

- Hold public hearings regarding the issue of Racial Profiling.
- Make policy recommendations to the City Manager, City Council and the Police Commissioner regarding the issue of Racial Profiling.
- The entire CPRAB annual report can be found at: <http://www.ci.cambridge.ma.us/~PRAB/>.



# Public Works

Richard C. Rossi Acting Commissioner  
147 Hampshire St, Cambridge • 617.349.4800

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. The department's responsibilities include:

- maintaining streets, sidewalks, parks, playgrounds, public squares, city vehicles/equipment
- public building construction and maintenance (excluding schools and hospitals)
- engineering, construction services and contract administration for City projects
- managing sanitary sewer collection and storm water drainage systems
- collecting rubbish and providing curbside and drop-off recycling programs
- caring for the City's 18,000 trees and managing the Cambridge Cemetery
- enforcing litter, rubbish, snow and sewer ordinances

DPW is also responsible for 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions.

## Highlights and Accomplishments

- Administered over \$70 million in Capital projects and \$7 million in purchased goods and services.
- Implemented a customer service and computerized work management system that tracks incoming requests and jobs completed and can generate preventative maintenance schedules and reports by job task, employee's time, materials and equipment.
- Processed 1,622 permits for excavation and obstruction activities.
- Implemented a curbside recycling computer and television program that diverted approximately 1.5 tons of electronics from the waste stream per week.
- Continued to develop the Public Works Web Page at <http://www.ci.cambridge.ma.us/~TheWorks>, fully revising the sewer and storm water information section.
- Pruned and planted 1,500 public trees, including commemorative and significant trees.
- Provided support and services to over 100 special events.

## Public Works Divisions

### Administration

Administration, which includes the Business Services Division, Human Resources and the Information Systems Management group, is responsible for ensuring that DPW functions as a cohesive unit and responds to the needs of Cambridge residents. The division oversees policy development, budgeting and fiscal administration, purchasing and vendor payments, contract and human resources management, public relations, information systems management and, most importantly:

*The Business Services Division provided essential fiscal services:*

- Managed \$1.2 million in revenues and assisted with the conversion of the DPW's fiscal services from the old Legacy system to the City's new PeopleSoft fiscal system.
- Revamped fiscal operations, updating policies and procedures and modernizing operations.
- Human Resources provided direction and management



DPW Workers repair utility cover at South Normandy Avenue.

# Public Works

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support in employee recruitment, orientation and development; management of the Department's payroll and key personnel functions; and coordination of employee recognition programs and summer youth internships.

- Increased informational sessions on Employee Assistance Program supervisor training and deferred compensation.
- Timely vacancy tracking, posting and hiring.

*The Information Systems Management Group provided support for all computer hardware, software, network operations, computer training, and DPW statistical data.*

- Continued upgrading software programs and working with divisions on specific system needs.
- Continued making improvements to the DPW web site and the new customer service system.

*The Building Maintenance Division is responsible for maintaining and repairing city buildings and designing signs for public announcements, street postings and commemorative plaques or monuments.*

- Responded to 907 unscheduled or emergency requests and reduced average number of days to close them from 10.2 to 7.6.
- Completed rehabilitation work for the Human Services facility, St. John's Convent and the DPW's Robert J. Simard Building, which included new offices for the Parks & Forestry Division
- Installed a new water heater and plumbing lines at City Hall and several air conditioners at the Cambridge Police Station; replaced plumbing lines in the new Election Commission Office.
- Completed repairs at Fresh Pond Golf Course clubhouse, including new doors, shelves and windows.

## Building Operations

The Building Operations Division provides custodial services to 12 city-owned buildings and moves equipment and supplies between buildings.

- Assisted with set-up and clean-up of approximately 100 city events annually.

## Cambridge Cemetery

The Cambridge Cemetery Division combines gravesite preparation and burial services with a grounds maintenance and landscaping program on a 66-acre site. Other ongoing work includes repair of historical monuments and development of selected areas for conversion to new burial space.

- Continued upgrading signage, installing 100 new cast aluminum signs.
- Restored 110 headstones; sold 442 lots; and made 442 interments.
- Planted 2,500 assorted bulbs and converted cemetery islands into perennial islands as part of an aggressive turf maintenance and beautification program.
- Computerized all cemetery records from 1974 through June 2000 on this ongoing project.

## Engineering

The Engineering Division maintains city records for Public Right of Way and Public Utilities, including the sewer, storm and combined sewer systems; oversees construction/reconstruction of storm and sewer systems, surface enhancement and reconstruction projects; and works with the Sewer Division to ensure compliance with regulatory agency requirements.

Engineering also facilitates building permit reviews, especially if there may be an impact on Public Right of Way or Public Infrastructure. Over 100 building permits were issued last year. A concentrated effort was made to ensure that large projects incorporated significant storm water management concepts in site plans and kept the city advised of any construction impacts on the Public Right of Way. Subsequently, significant storm water runoff attenuation measures were incorporated in development projects in Kendall Square and adjacent to South Massachusetts Avenue and Main Street. This will help reduce flooding and back-up occurrences in these areas and reduce combined sewer overflow volumes to the Charles River during major storms.

Finally, using Global Positioning Units and the City's Geographical Information System (GIS), the division continued to survey infrastructure and streetscape elements (sewer and storm system manholes and catch basins) and wheelchair ramps to identify those that are out of compliance with Americans with Disabilities Act requirements. This will allow the division to better



# Public Works

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organize reconstruction efforts. The division also began surveying the city's cemetery to gather spatial and relational information on plots.

- Completed Orchard Street and Scott Holden sewer separation and surface enhancement projects.
- Completed surface enhancement projects on Columbia and Third streets (including traffic calming elements) and in the Larches Area. These projects required substantial community interaction to ensure they were constructed in a manner that addressed the needs of each community.
- Monitored sewer separation and storm water management projects on Fresh Pond Parkway.

## Off-Hours

The Off-Hours Division provides 24-hour, seven day per week rapid response to any situation or emergency, empties city litter receptacles (during peak usage periods), and delivers recycling bins and totes.

- Responded to initial after-hours sewer complaints.
- Responded to snow and other inclement weather emergencies, which included fallen trees and limbs. In conjunction with the Police and Fire departments, assisted in the cleanup of accidents.

## Parks and Forestry

In September 1999, DPW combined the Park Maintenance and Urban Forestry divisions, into one Parks and Forestry Division, which is responsible for the maintenance and care of over 120 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. A fully-implemented Neighborhood Parks Initiative Program and a confederation of three city districts with their own respective work crews ensures that preventative maintenance remains assertive and comprehensive, and addresses public safety concerns.

- Completed turf replacement and renovation, placing three and a half acres of sod at eight sites.
- Aerated, seeded and top-dressed 32 acres of open space.

- Conducted a detailed safety audit of 12 wooden playground structures that required significant repairs, primarily due to age, and completed repair work.

- Completed landscape projects for Fire Headquarters, the VFW Memorial (at River and Pleasant Streets), the Civil War Monument (Cambridge Common), curb extensions at Sparks and Huron Avenues, and the island at Elmwood Avenue and Brattle Street.

## Public Construction

The Public Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration.



Area 4 "Little Residents" show off their "Make Trash Extinct" t-shirts during neighborhood clean-up and tulip planing in and around Calumbia Park.

- Began exterior improvements and design development for interior renovations to City Hall.
- Completed initial surveys and design development for renovations to the Area IV Youth Center.
- Presented an environmental remediation report for the City Hall Annex at 57 Inman Street.
- Coordinated extensive renovations to 238 Broadway for relocation of departments from 57 Inman.
- Coordinated renovations to Inspectional Services, the Auditor's Office and Employee Lunchroom at City Hall.
- Replaced roof at 51 Inman and improved office space for Human Services.

## Recycling

The Recycling Division plans and implements cost-effective residential, commercial and governmental waste prevention and recycling programs. The combined tonnage collected from the curbside, school and drop-off-recycling programs was 10,872.

- Launched a School Recycling Incentive Program through which state recycling grant money is passed on by the City to each public school, based on the amount they recycle. In the first two months, the pounds of paper recycled weekly per student increased 25 percent system-wide.



# Public Works

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- Initiated a Styrofoam recycling program at Cambridge Rindge and Latin School, recovering 6.4 tons of material

- For the second consecutive year, won the Massachusetts Recycling Award, given out to municipalities that have met the stringent eligibility criteria necessary to receive recycling incentive payments from the state. Cambridge earned \$78,928 in such payments.

- Completed a yearlong project with residents of Area 4 to promote recycling in the neighborhood, increasing the amount of tonnage recycled by 35 percent over the previous year. This yielded \$4,500 in state recycling grant money to be used in a way that will benefit their neighborhood.

- Residents participating in the curbside and multi-family dwelling recycling programs recycled 10,690 tons of materials, which was 29.83 percent of the waste stream.

- Revised the division's web site and educational materials; mailed information to 41,000 households.

- The Drop-off Center accepted 18.97 tons of newspaper, magazines, paper bags; 17.84 tons of metal, glass and plastic containers; 47.26 tons of cardboard; 82.54 tons of mixed paper; 1.5 tons of plastics; 2.5 tons of household batteries; 1.45 tons of used motor oil; and 3.6 tons of clothing.



Sewer Crew separates common manhole at Berkeley Place.

## Sanitation

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings, and school buildings, dispatching an average of eight rubbish packers per day.

- Collected and disposed of 25,127 tons of rubbish. Improved procedures for collecting "white goods" (appliances, such as refrigerators and washers, that cannot be taken to landfills). On average, three tons of appliances were picked up weekly.

- Conducted four household hazardous waste collection days. DPW also has a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.

- Enforced the City's Litter Ordinance, which states that no rubbish can be placed at the curb for collection earlier than 3 p.m. on the day before scheduled collection. Issued 678 warnings and 37 fines for non-compliance.

## Sewer

The Sewer Division is responsible for the management, operation and maintenance of the City's storm drainage systems, sanitary sewer systems and combined sewer systems.

- Completed final design for sewer and storm water separation projects in neighborhoods on Agassiz,



Sewer Crew doing storm drain manhole on Dewolf Street.



# Public Works

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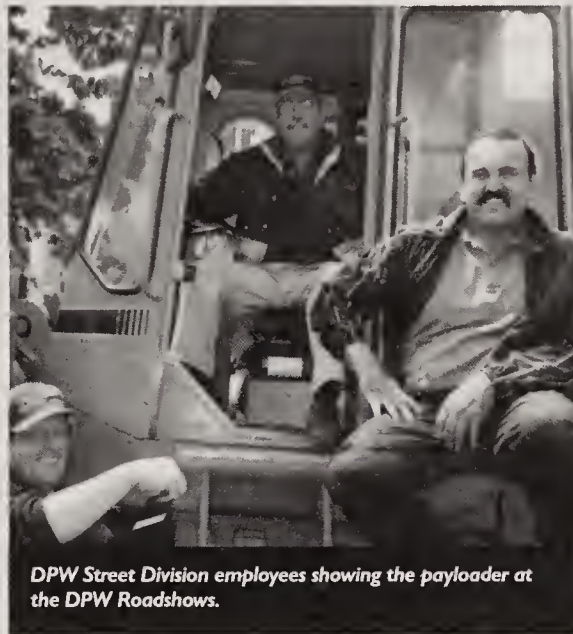
Oxford, Kirkland and Sacramento streets.

- Completed the first contract in the Agassiz area, placing two large storm water detention tanks under Scott and Bryant streets.
- Completed sewer and drainage separation work and surface enhancements on Orchard Street.
- Work is continuing on the Fresh Pond sewer separation project.
- Continue to work closely with Department of Environmental Protection and the Environmental Protection Agency to ensure full compliance with the Clean Waters Act. This effort has resulted in the removal of over 230 illicit connections in the last two years.
- Inspected all utility street connections and patches.

## Streets

The Streets Division is a multi-faceted operation that provides a variety of services, including minor repairs to sidewalks and streets, resetting granite curbing, installing new curb cuts, responding to street cave-ins and other defects, as well as service requests from city departments. During the winter months, the division also conducts snow clearing operations, including services for disabled or senior residents who are unable to clear their sidewalks.

- Completed over 2,000 separate jobs and responded to 582 emergency requests.
- Utilizing DPW's new computerized customer service and work management system, successfully reduced the average number of days to close unscheduled requests, from 8.6 to 6.5.
- Assisted in removal and/or demolition of old playground structure at Peabody School.
- Removed the existing construction surfacing at the Police Station Park in Central Square.
- Worked with Building Division to install footings and posts for memorial signs pertaining to neighborhood and street dedications throughout the city.



DPW Street Division employees showing the payload loader at the DPW Roadshows.

## Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November, augmented by the division's own workforce.

- The division uses a state-of-the-art litter pickup truck called The Side Loader, uniquely designed because trash can be dumped into the compactor from either side, it can be driven from either side and is capable of maneuvering in tight quarters. The Cambridge street sweeping schedule can

be found on the Cambridge Public Works home page at <http://www.ci.cambridge.ma.us/~TheWorks>.

- Cleaned approximately 925 curb miles per month, collecting over 5,000 tons of refuse and debris.
- Cleaned Cambridge squares daily.
- At the end of each month, all commercial areas of the city get swept either once or twice depending on the number of off days at the end of the month.
- Removed promotional fliers and graffiti on a regular basis.
- Performed beautification tasks such as cleaning tree wells in all city squares.

## Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for about 300 City-owned vehicles and equipment, and also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments.

- Purchased five pickup trucks and two sedans.
- Conducted a bi-annual inspection of 600 taxis.

# Purchasing

Andrea Spears, Purchasing Agent  
City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Copies of selected bids are sent to "Bidnet," a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City. Bid announcements are also posted on the City's Web page.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts as appropriate and encourages the participation of minority businesses through the City's Minority Business Enterprise (MBE) program. The Purchasing Office also oversees the Print Shop and disposes of surplus City property.

*Some of the Purchasing Offices other responsibilities include:*

- Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.
- Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage.
- Serving as the repository for Cambridge Responsible Employer Plan certificates, which apply to building projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.
- Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests For Proposals valued over \$10,000.

## Highlights and Accomplishments

- Streamlined internal policies to ensure a faster turnaround time for processing confirming orders.
- Standardized City construction contracts and bidding documents.
- Received an Honorable Mention from the Commonwealth of Massachusetts Operational Services Division for its collaborative efforts with the Recycling Division to purchase and track recycled products.
- Conducted purchasing procedure seminars for City departments to ensure compliance with State Law and City ordinance
- Instituted a change order review process to ensure cost analysis review and proper authorization in accordance with City Policy and M.G.L.



# Schools

*Bobbie D'Alessandro, Superintendent  
159 Thorndike St., Cambridge • 617.349.6494*

The Cambridge Public Schools' mission statement is to be the first diverse urban school system to work with families and the community to successfully educate all of its students at high levels. Under the guidance of Superintendent of Schools Bobbie D'Alessandro and the seven members of the Cambridge School Committee, the School System will provide all students with a core curriculum that is rich and rigorous and which respects diversity in students' learning styles. This past year, approximately 7,500 students were educated by 755 teachers and 250 support staff.

## Highlights and Accomplishments

- Redesigned Cambridge Rindge and Latin School (CRLS) into five smaller high schools scheduled to reopen in September 2000. The new schools will be named by students and staff during the 2000-2001 academic year. Designed to promote high levels of learning and achievement for all students, CRLS will be more academically rigorous. Each school consists of approximately 400 students, headed by a Dean of Curriculum and a Dean of Students. The smaller schools permit a fair distribution of students, teachers and resources.

- Fletcher and Maynard Elementary Schools merged into one school, known as the New K-8 School, scheduled to open in September 2000, in the Maynard School building at 225 Windsor Street. Featuring smaller classes and an instructional aide in each classroom, the new school is the result of parents, teachers and administrators working together to merge two school populations. Program components include:

- Core Knowledge Curriculum: a sequenced, solid and specific curriculum
- ATLAS Communities: a process that focuses on teaching and learning; student assessment, and professional development
- Literacy Collaborative: a model for teaching literacy that is child-centered, language-based and process-oriented
- NetSchools Solutions: a program by which all students in grades 5-8 will have portable computers
- Peace Games: a peace curriculum that promotes non-violence and conflict resolution

- Reading and Literacy has been identified as the number one goal for Cambridge Public Schools. That is, all students will read on grade level by grade three and every grade thereafter. Citywide program and activities related to the promotion of literacy include:

- Implementation of content and performance benchmarks for K-12 Language Arts
- Assignment of Reading specialists to CRLS teaching teams to work with grade 9 students in core areas of Language Arts and History/ Social Studies
- Continuation of an independent Reading "strand" as a required feature in all CRLS Language Arts courses
- Continue collaboration among technology, media and core-content areas in the development of research/information projects at middle school level and at CRLS
- Continued support of targeted students in need of literacy support through after-school and summer programming at the elementary and high school levels
- Implementation of the Reading Action Plan
- Continuation of Title One Parent Training Initiatives



*Elementary students working on projects at one of the computer labs.*

# Schools

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including Read for Success, Effective Study Skills and Learning Styles—all of which are focused on working with families to help children improve reading and academic success.

- Continue to promote professional development opportunities for all staff.

- Renovation of the Fitzgerald School is ongoing and expected to be completed by September 2001.

- Systemwide Summer School programs for the enhancement of student achievement are being developed. The focus of all Summer Programs will include a clear focus on the School System's academic priorities: Reading, Writing and Math.



**Superintendent Bobbie D'Alessandro with Peabody School student Patrick O'Connor.**

## ***A message from School Superintendent Bobbie D'Alessandro:***

We are committed to doing a few things well; we are focused on literacy, reading, writing and the development of solid study skills. We are serious about all students performing at high levels; we are serious about closing the achievement gap that exists in our schools. We remain committed to our all-encompassing goal:

"All students will be provided a successful academic and social experience in the Cambridge Public Schools. This will result in an increase in achievement, attendance and graduation rate."

We know that the redesign of Cambridge Rindge and Latin School and the Fletcher and Maynard Schools' merger will demand much of our attention in FY 2000-2001. We believe that the consolidation of the two elementary schools and the "new" secondary program will assist students in those facilities to maximize their educational opportunities.

In the future, today's elementary students will move into jobs that do not even exist today; our secondary school students are ready to enter a job market that is in an accelerated state of flux and change. We hope that our programs, activities and initiatives will enable our students to learn, grow and make good choices for their futures.

Families and members of the larger community are integral players in the lives of our students. We enjoy good relationships with our stakeholders; however, we continue to seek new partnerships that enable us to expand the circle of support for our students. We treasure the extended learning community that Cambridge has become and we are proud of our place within it.

Respectfully submitted,

Bobbie D'Alessandro  
Superintendent of Schools



**School Committee, 1999-2000. Pictured (left to right) Joseph G. Grassi, E. Denise Simmons (Vice Chair), Alfred B. Fantini, Mayor Anthony D. Galluccio, Susana M. Segat, Alice L. Turkel and Nancy Walser.**



# Traffic, Parking, Transportation

*Sue Clippinger, Director*

238 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department is responsible for managing the public right of ways for safe vehicular and non-vehicular use, for allocating through regulation, curb uses and for enforcing and adjudicating these regulations. Its overall goals are to: increase public safety; support the needs of residents, businesses, institutions and other City departments; enhance customer service; and increase efficiency of Departmental operations and procedures. The Department includes three divisions: Traffic Control, Parking Control and Supporting Services.

The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the City. Its responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating resident concerns about regulations; signage and pavement markings; issuing street occupancy permits; and reviewing major construction projects or developer proposals with other City departments. The Division also works with other departments to target areas for traffic calming and to evaluate projects that are under way.

The Parking Control Division is responsible for maintaining resident and meter parking programs, the City's off-street parking facilities and for the enforcement, processing and adjudication of the City's parking regulations.

The Supporting Services Division is responsible for administrative functions within the Department and coordination of programs within the Traffic Control and Parking Control divisions.

## Highlights and Accomplishments

- Reviewed and certified traffic studies for 18 development projects over 50,000 square feet, as part of a new responsibility to review the traffic impacts of large projects. Supported Planning Board requirements for a broad variety of mitigation strategies to be implemented by developers.
- Implemented a program to ticket residents and owners of properties who fail to remove snow and ice from sidewalks abutting their property.
- Started an annual customer service-training program for staff responsible for issuing resident permits.
- Added or upgraded pavement markings, including: "No Biking" stencils on sidewalks; "School" in the roadway approaching the high school; replaced "School" and "School Crossing" warning signs with the highly reflective fluorescent signs; painted an additional 79 highly reflective and durable International Zebra Striped Crosswalks.
- Completed bicycle facilities on Trowbridge Quincy and Ellery streets.
- Developed a computerized database for all pavement markings to include locations and material to be used.
- Installed three closed loops systems on Broadway and Prospect streets and at Kendall Square. These systems are the latest technology in the control and coordination of traffic signals.
- Created a database for on-street Handicapped parking spaces.
- Increased resident requested traffic investigations by 96 percent.
- Streamlined the process to obtain street closing and street obstruction permits. Set fees to discourage occupying the street for any longer than necessary.

# Veterans' Services

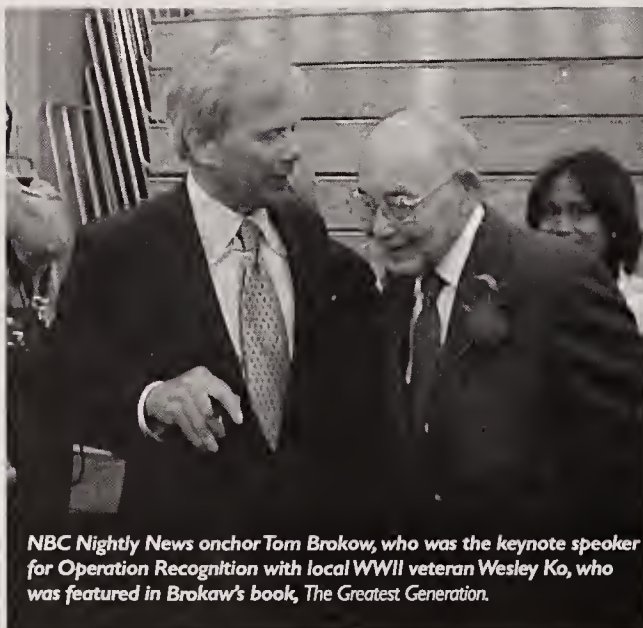
Robert Stevens, Director  
51 Inman St., Cambridge • 617.349.4761

The Department of Veterans' Services (DVS) serves as an advocate for all 8,553 local veterans and their dependents. DVS advises clients as to the availability of services, benefits and entitlements and provides emergency financial assistance (M.G.L. C. 115) to needy veterans and their dependents who have served honorably during wartime periods (\$68,300 in assistance was allocated in FY 2000). The cost of this benefit program is reimbursed to the City by the state, one year after payment, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$8.2 million in Federal monies for VA pensions, compensations and benefits during FY 2000.



Veterans' Department Director Robert Stevens and Cambridge WWII veteran John Coulfield, also featured in Brokaw's book and Master of Ceremonies for Operation Recognition.



NBC Nightly News anchor Tom Brokaw, who was the keynote speaker for Operation Recognition with local WWII veteran Wesley Ko, who was featured in Brokaw's book, *The Greatest Generation*.

This past year, the department processed over 500 applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. Staff also assisted pensioners with their annual Veterans' Affairs financial Eligibility Verification Reports and applications for Property Tax Exemptions.

## Highlights and Accomplishments

- Co-sponsored with the City Council and the Cambridge Veterans' Organization (CVO) the dedication of the VFW's 100th Anniversary Memorial Park.
- Coordinated public celebrations on Patriots', Memorial and Veterans' Days.
- Successfully managed a 40 percent increase in the number weekly units of service to clients.
- Implemented a program that provides for the spouses of veterans killed in action or deceased as the result of injuries received while in the military, with an annuity of \$1,500 annually. This benefit is funded 100 percent by the Commonwealth.
- Assisted Harvard University in its first "Salute to Veterans" program during the Harvard and University of Pennsylvania football game.
- Participated in the US Postal Services "Salute to Veterans" Postal Stamp issuance and dedication ceremony. The department also received a special plaque in recognition of its service to veterans and their families.
- Co-sponsored with the School Department and the City Council, "Operation Recognition," a special project that awarded 81 high school diplomas to Cambridge veterans who left high school to fight in WW II. This ceremony received national recognition from NBC.
- In a joint initiative with the City Manager's Office and the Community Development Department, redesigned new "Killed in Action" memorial signs to be located in City parks, lots and squares.
- The department was recognized by the US Department of Veterans Affairs for its assistance in providing outreach and referral services to elderly veterans.



# Water

Sara Corda, Managing Director  
100 Smith Pl., Cambridge • 617.349.4770

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 96,000 permanent residents and is under the general direction of the City Manager. A five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. The CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Department's responsibilities include:

- Protecting 25 square miles of reservoir watersheds and property within and outside of the Cambridge City limits to ensure the highest raw water quality.
- Operating, maintaining and improving a 24 million gallon per day water treatment facility to clean the water and not only meet, but exceed the drinking water standards.
- Protecting, maintaining and improving the Fresh Pond Reservation as a water supply reservoir.
- Operating, maintaining and improving the 190 miles of piping network that brings the raw water from upcountry to Fresh Pond for purification and distribution throughout the city.
- Providing engineering, construction services and contract administration for water and other City projects.
- Protecting purified water from hazardous contamination through unprotected connections to the piping network.
- Removal of lead water services wherever possible.
- Responding to and repairing water leaks throughout the piping network 24 hour per day, 7 days per week and 365 days per year.

All of the operating, capital and debt services relating to the Cambridge Water Department are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption. The increase in the rates has occurred to start paying down the debt associated with the construction of a new water treatment plant and related facilities. The facility is scheduled for completion in the first quarter of 2001 at an estimated cost of \$77 million.

The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications.

## Highlights and Accomplishments

- Continued administration of over \$80 million in capital projects and \$1 million in purchased goods and services.
- Received \$24.7 million in no interest loans for the new Water Treatment Plant, reducing the impact of the cost on water rates.
- Increased water capacity within the distribution system to enhance fire fighting capabilities. This improved the City's insurance classification to a Class 1 Fire Department, resulting in reduced property insurance premiums.
- Continued development of the Water Department Web Page.
- Completed the Hazardous Materials Emergency Response Plan for the Cambridge Watershed.
- Processed 401 permits relating to the City water system.
- Continued public relations efforts to improve customer service and increase public education on general water works activities as well as the construction of a new water treatment facility.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, to instill uniformity of work practices and to promote and sustain a diverse work place.

## Water Department Divisions

### Administration/Business Division

This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development and customer service. It also performs quality control inspections for leaks, faulty registrations, damaged meters and illegal water connections.

- Managed \$13.5 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal services and processing of

quarterly water and sewer bills for the 13,867 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

- Assisted in the conversion to the new PeopleSoft financial system.

## Engineering and Program Development

This division is responsible for overseeing capital improvements; performing distribution modeling; maintaining maps and records; implementing and maintaining a cross connection control program; reviewing and issuing permits; and coordinating technical activities throughout the City.

- Provided construction management for water main replacement, cleaning and lining and service replacement projects.
- Continued updating of GIS water facilities utilizing ArcFM.
- Performed 4,967 backflow device inspections.
- Issued 279 permits (153 backflow device installations, 105 fire pumps and 21 hydrant uses).

## Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. Over the last three years, assistance has been given in the planning, coordinating, design and construction of the new Water Treatment Plant at Fresh Pond. State-of-the-art treatment processes and control systems have been designed into this facility to ensure the continued compliance with current and future water quality regulations.

Construction of the new plant progressed significantly. The building was physically closed in and crews began installing process equipment and site utility lines.

Continued laboratory analytical services have been provided to the other operational divisions (e.g. watershed and distribution), as well as, customer service to all Cambridge water users (e.g. Cambridge schools and home owner lead testing, and monitoring of new construction projects).

Coordination of water system operations with the Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This

has included holding annual Water Quality Action Committee meetings, performing routine operations coordination, and water quality sampling and data review.

- Developed and currently implementing a staffing plan for the Water Treatment Plant.
- Produced the second annual Consumer Confidence Report for all Cambridge water users.
- Developed and implemented an American Water Works Research Foundation bio-film monitoring project that will provide foundation data for monitoring the water quality from the new water treatment plant.
- Continued water quality monitoring activities to ensure that key water quality parameters remain in compliance during the interim period of MWRA water use.
- Coordinated operations with MWRA staff during several water supply changes to minimize impacts to Cambridge water users.

## Transmission and Distribution

This division is responsible for the maintenance installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4-63 inches in diameter. There are over 1,650 fire hydrants, 4,500 main valves, 18,000 valve boxes, and 13,500 services within the water system.

The transmission pipeline starts in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified at the plant, located within the Fresh Pond Reservation, and is then pumped to the Payson Park Reservoir located in Belmont via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic pressure head to meet the pressure requirements for the City's water distribution system.

A coordinated effort continues with the Department of Public Works (DPW) in connection with our on-going rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements will be performed in conjunction with the sewer separation work as feasible and as fund-



ing allows. This cooperative effort not only reduces cost and improves efficiency, but also minimizes disruption to the public by incorporating all foreseeable work into a City construction project. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone, and cable TV.

- Replaced 45 fire hydrants.
- Replaced and rehabilitated approximately 13,100 linear feet of water main at the following locations: Line Street from Cambridge to Kirkland Streets, Crescent, Carver, Howland, Hammond, Museum, Sacramento, Haskell and Vassar Streets.
- Eliminated 360 of the 3,700 lead services targeted for replacement.
- Issued 122 permits (93 construction and 29 demolition).

## Watershed Division

This division is responsible for the management and operations of the City's four reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. This division develops, implements and monitors complex watershed protection plans which include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management.

The staff continued to support the development of the Fresh Pond Master Plan via the Fresh Pond Master Plan Advisory Committee that was established in October 1997. The Plan was completed in May 2000 and sent to the City Council for review and approval.



Renovations were made this past year to the Gatehouse at Stony Brook Reservoir, which is operated by the City's Watershed Division.

With construction ongoing at Fresh Pond, a major focus of the Ranger program has been to inform the public about the construction activities occurring around the reservation. Every effort has been made to minimize the impact of the construction on the users of the Fresh Pond Reservation.

The priority of the "up-country" source water protection continues to be the development and implementation of the water quality monitoring program in cooperation with the US Geological Survey.

- Received a Source Water Protection Grant from the Department of Environmental Protection for the Business Partnership Development Program in the Cambridge Watershed. This was obtained in cooperation with the Charles River Watershed Association.
- Filled the new "Watershed Technician" position to implement and oversee the "up-country" monitoring and protection programs.
- Monitored over 60 construction and site remediation projects.
- Performed landscape and barn improvements to the two-acre Stony Brook Gatehouse site at Gatehouse Lane in Weston.
- Completed the storm water management improvements at the entrance of a newly constructed facility off of Winter Street in Waltham. This system is designed to accommodate the runoff from Winter Street Dam when project funding becomes available.
- Produced four issues of "From the Source," the Department's newsletter about watershed protection issues and activities.
- Completed the Landscape designs for the new water treatment plant, meadow and bike path that are in compliance with the Fresh Pond Stewardship and Master Plans.

# Weights & Measures

James Cassidy Jr., Sealer  
831 Massachusetts Ave., Cambridge • 617.349.6133

The Department of Weights and Measures is responsible for ensuring that equity and fairness prevail in the marketplace between the buyer and seller and enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, etc. In addition, the department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. It also investigates complaints on measuring devices or those not conforming to legal standards and inspects weighing and measuring devices used by transient vendors. Pursuant to the Consumer

& Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores with three or more scanners.

## Highlights and Accomplishments

- Continued the process of automating all records of devices in the city.
- Utilized new Weights & Measures computer software and a portable scale to check scanners and other devices the department inspects.
- Utilized new equipment to gasoline and oil meters.

# Women's Commission

Nancy Ryan, Director  
51 Inman St., Cambridge • 617.349.4697

The Cambridge Commission on the Status of Women was established in October 1977 by the City Council as a department of City government to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues ...and to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color; national origin, age and sexual preference."

*The Women's Commission was further required by the City Council to:*

- Design and implement programs that promote equality for women in the city.
- Develop and recommend policy and coordinate activities with departments, divisions and agencies of the City on issues affecting women.
- Initiate and monitor legislation that promotes equal status of women at city, state and federal levels.

## Highlights and Accomplishments

- Provided leadership and coordination of the Domestic Violence-Free Zone and Task Force, a comprehensive, long-term citywide initiative involving all departments and community agencies in an effort to significantly

impact domestic violence. Completed a yearlong training program for staff in the Cambridge Public School system.

- Collaborated with the Police Department to present a series of Self-Defense and Safety Awareness workshops, including a four-week program for girls and their parents or guardians.
- Collaborated with the Cambridge Health Alliance and other groups on the Seventh Annual Women's Health Day, a free full-day program of workshops and hands-on demonstrations of traditional and modern healing techniques. Over 200 women attended.
- Coordinated the fourth annual Fifth Girls' Sports Day with the Mayor's Office, the School Department and Human Services Department. Held at MIT playing fields, every fifth grade girl in the Cambridge School system participates in this sports clinic to encourage them to take part in physical activities for personal health and academic achievement.
- Implementing a recommendation by the Mayor's Welfare Reform Task Force, the Commission coordinated a weekly support and advocacy group for women directly affected by changes in the welfare laws. The Commission has received a \$22,000 grant to continue the project in 2000-2001.



# History of Cambridge



*View of Harvard Square. Original by Senetelder Litho., 1830; second state, Tappan & Bradford, 1848-1851. To the left, hidden behind the trees, is Harvard Yard; the meeting house is on the site of Harvard's Lehman Hall.*

Photo: Cambridge Historical Society Collection,  
Cambridge Historical Commission

In 1630, a fleet of 11 ships carrying 700 passengers, set sail from England, bound for the Massachusetts Bay Colony. This dedicated band of Puritans hoped to build their community around a purer, more Biblical church.

The newcomers settled several villages around Massachusetts Bay, but could not agree on a capital. Seeking a protected site, John Winthrop and his assistants chose a small hill on the north bank of the Charles River; at the entrance to a small creek, five miles upstream from Boston. The Charles was deep enough to accommodate the era's large ships, yet the passage was treacherous for those unfamiliar with the narrow channel. Later, a "pallysadoe," a series of stockade fences and a trench, was built around the town.

Newtowne, as Cambridge was known until 1638, was laid out in an orderly grid of streets, bounded today by Eliot Square and Linden Street, Massachusetts Avenue and the River. Each family owned a house lot in the village, planting fields outside, and a share in the common land. Boston was eight long miles away: a ferry at the foot of JFK Street carried passengers over the river to a path — now North Harvard Street — that led through Brookline and Roxbury, eventually traversing the spit of land that is now Washington Street. Until the Great Bridge was built in 1660-62, this was the only way to Boston, except via the ferry from Charlestown.

Soon, Newtowne had a meeting house, a school, and a marketplace (Winthrop Square). Harvard College, one of the first colleges in America, was founded six years later, to train young men for the ministry and for positions of leadership within the godly community.

By the time of the American Revolution, Cambridge was a quiet New England farming village clustered near the Common and the College. The majority of residents were descendants of the original Puritans — farmers, artisans, and tradesmen, whose lives focussed on Cambridge. Distinctly different were a small group of Anglicans — barely a dozen households — who lived apart from village affairs, relied on outside incomes, and entertained lavishly in grand homes along Tory Row (now Brattle Street). All of these houses and their church, Christ Church, still survive.

William Dawes rode out Massachusetts Avenue on his way to Concord on April 18, 1775. The following afternoon, four Cambridge Patriots died in a skirmish with retreating British regulars at the corner of Massachusetts and Rindge Avenues. The provisional government confiscated many Loyalist estates — George Washington used the Vassal-Craigie-Longfellow House as his headquarters for nine months in 1775-6. During the Siege of Boston, the General supervised the construction of three earthenwork forts along the Cambridge side of the Charles River. The remains of one, Fort Washington, can still be seen in Cambridgeport.

Cambridge became a city in 1846, uniting three rival villages — Old Cambridge, Cambridgeport and East Cambridge.

Old Cambridge had grown slowly and still retained its charming rural character. Small shops catered to the community and to students. Drawn by Harvard, and later Radcliffe College, brilliant men and women imparted an intellectual luster to the village. Henry Wadsworth Longfellow, James Russell Lowell, Elizabeth Cabot Cary Agassiz (founder of Radcliffe), William Dean Howells — all were seen on the streets of the village.

Before the opening of the West Boston (now Longfellow) Bridge in 1793, only three families lived east of Quincy Street. The bridge offered the first direct route from Cambridge to Boston and cut the distance between the two from eight to three miles. Cambridgeport grew up along the roads leading to the bridge. Pleasant residential neighborhoods spread out from Massachusetts Avenue, while Central Square became the city's true downtown. Margaret Fuller, writer and editor — and the first woman allowed to use the Harvard library — grew up in Cambridgeport, as did Richard Henry Dana, author of *Two Years Before the Mast*. Abolitionist William Lloyd Garrison was a resident.

East Cambridge was opened for development in 1809, when the Canal Bridge, adjacent to the present



Museum of Science, was completed. The area was the city's major industrial center until the 1880s. Furniture and glass factories were among the industries attracted by cheap land, water transportation and proximity to Boston. Andrew Craigie, a leading Cambridge speculator, lured the county courthouse and jail to East Cambridge by offering to donate new buildings in 1813. In 1841, social activist Dorothea Dix was outraged by conditions in the jail and began her pioneering work in prison reform.

The devastating potato blight that struck Ireland in 1845 caused many of that country's rural population to flee. Thousands landed in Boston and Cambridge, destitute and without resources. Irish immigrants worked in the clay pits and brickyards of North Cambridge, housed in crowded workers' cottages. The majority of the city's Irish lived in East Cambridge, laboring at unskilled jobs in the glass works and furniture factories. They developed a close-knit community, centered on and supported by the Catholic Church. By 1855, 22 percent of the adults in East Cambridge were Irish-born.

Around the turn of the century, immigrants from Italy, Poland, and Portugal began to arrive in the city, settling primarily in Cambridgeport and East Cambridge. French Canadians and Russian Jews came at this time, as well, settling in North Cambridge and Cambridgeport, respectively.

A small population of African Americans had lived in Cambridge from the earliest Colonial days, and in the early 19th century Cambridge's integrated schools attracted many families from Boston. Harriet Jacobs, born a slave in North Carolina, ran a boarding house in the city in the 1870s. She had lived in hiding for seven years before escaping to the North and later wrote an account of her years in bondage, *Incidents in the Life of a Slave Girl*. Educator Maria Baldwin, a native Cantabrigian, held home study classes for Harvard's black students, including W.E.B. DuBois. In 1889, she was appointed headmaster of the Agassiz School, the first African American to hold such a position in the North. Twenty markers commemorating prominent Cambridge African Americans have been erected throughout the city.

Today, Cambridge is home to a culturally diverse population of over 95,000. Over 50 languages may be heard on the streets of the city, including Spanish, Creole, Portuguese, Chinese, Amharic, and Korean. Children from 82 different countries of origin attend the public schools. College students from around the world study at Harvard, Radcliffe, the Massachusetts Institute of Technology and Lesley College. The heavy industries of the 19th and early 20th centuries have been replaced by technology-based enterprises, including electronics, self-developing film and cameras, software and biotechnology research.

— Provided by Cambridge Historical Commission

## History of Cambridge City Hall



Entrance to Cambridge City Hall, 1891  
Credit: Frederick H. Rindge photo album,  
Cambridge Historical Commission

City Hall is Cambridge's most celebrated civic building. Designed in 1888 by the architectural firm of Longfellow, Alden & Harlow, it is a fine example of Richardsonian Romanesque architecture, the preferred style for public buildings in the United States during the 1880s.

During the last quarter of the 19th century, the city experienced unprecedented growth, and the need for additional civic buildings became apparent. The first focus was a new public library, and members of a committee appointed by Mayor William E. Russell sought "wealthy, generous and public-spirited citizens" to contribute to this project. As part of this campaign, Mayor Russell approached his former classmate Frederick Hastings Rindge, whose response surpassed all expectations. In July 1887, he wrote to the Mayor, offering land and full funding for a new public library. Later in the year, he offered to build the City three additional civic buildings: a new City hall, a manual training school, and a high school (which was not realized with Rindge funds).

Frederick Hastings Rindge was born in Cambridge in 1857, the son of Samuel Baker and Clarissa Harrington Rindge. His father was a successful businessman, venture capitalist, and owner of a dry goods business in Boston. Rindge grew up in Cambridge and entered Harvard College in 1875. Due to illness, he did not graduate until 1890. He then spent several years traveling through Europe and America, and enjoyed a brief period as a sheep rancher in Colorado. In 1883 his father died, his mother followed in 1885.

Two years later, at the age of 29, Rindge inherited his parents' estate of nearly \$3 million, married Rhoda May Knight of Michigan, and moved to California, hoping the climate would improve his health. Just before he left Cambridge, Mayor Russell approached him about the public library, and Rindge, wishing to use part of his new wealth for the public good, decided to concentrate his philanthropic efforts in his native city. All of his gifts came with the condition that didactic inscriptions be included in the designs and that his name never appear on the buildings.

Rindge proved to be a shrewd businessman in California and multiplied his inheritance by sound investments. He died in California in 1905, at the age of 49.

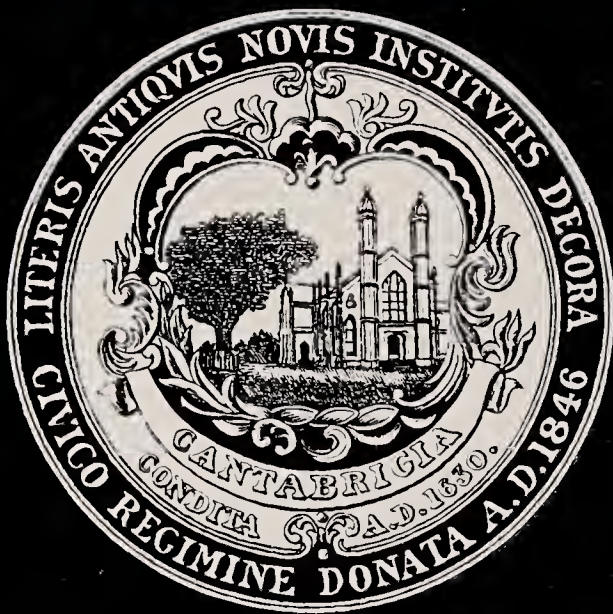
Excerpted from *CAMBRIDGE CITY HALL: 1890-1990* by Harriet S. White and the staff of the Cambridge Historical Commission, published in 1990. This publication is available at the Historical Commission office for only \$2.95.



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# About the City's Seal

The current City Seal is a revision of the original seal, which was adopted in 1846. The seal contains an image of the Gothic Revival style building, Gore Hall, the former library building at Harvard College, and an image of the Washington Elm, the Cambridge tree made famous by the popular legend of George Washington taking command of the American Army under the tree during the Revolution. The Latin motto, which is often included around the City Seal, reads: "Literis Antiquis Novis Institutis Decora." It can be translated as: "Distinguished for Classical Learning and New Institutions." Also written in Latin are the founding and chartering dates for the town and city, which are translated as "Built in A.D. 1630. Chartered a city in A.D. 1846."



City Manager Robert W. Healy  
Deputy City Manager Richard C. Rossi

**City Council**

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Vice Mayor David P. Maher  
Councillor Kathleen L. Born  
Councillor Jim Braude  
Councillor Henrietta Davis  
Councillor Marjorie C. Decker  
Councillor Kenneth E. Reeves  
Councillor Michael A. Sullivan  
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